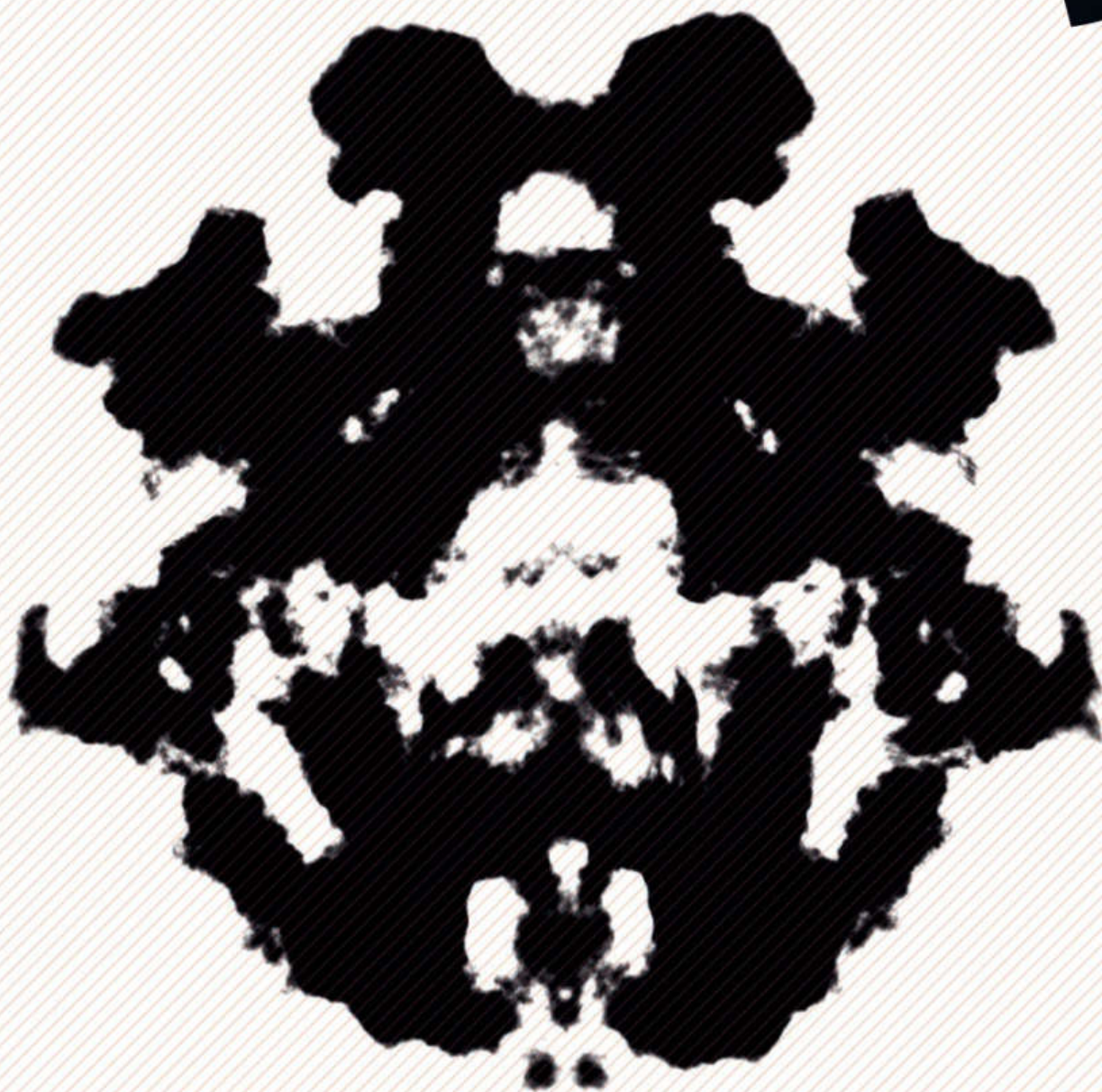




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– David Redhill, Partner and CMO, Deloitte



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FEATURES

14

FEATURE

Back to the future of research

22

FEATURE

Managing marketing suppliers

28

FEATURE

Procurement is the devil

14



32



90



96



32

B2B OUTLOOK

The five big trends in B2B marketing

82

MARKETER PROFILE

Andrew Curran

90

INTERVIEW

Cindy Gallop on disrupting sex

96

BRAIN TRUST

CFOs reveal how to earn their trust

CASE STUDIES

40

CUNARD

44

JACK DANIELS

48

NT TOURISM

52

RADIANT

44



52



October/November 2015
THE ANALYSE ISSUE

60



70



COLUMNS

60

SPECIAL GUEST

Jac Phillips on how she measures people, culture and performance

62

C-SUITE AGENDA

Michael Valos canvasses executive insights on performance measurement

66

SHIFT HAPPENS

Steve Sammartino on ditching demographics

68

AGENT PROVOCATEUR

Sergio Brodsky on the brand publishing battlefield

70

BRAND TALK

Karl Treacher can't say what makes a good NPS score (stop asking)

98

WAY OUT

Con Stavros and four people shaping the future of marketing

BEST OF THE WEB

74

MOST READ

Why nobody cares about your content

76

MOST SHARED

Why PR is up and advertising is down

78

EDITOR'S CHOICE

The problems with Net Promoter Score

58



72



CONTENT PARTNERS

30

UN LTD

Big data's big social impact

38

ADOBE

New world data analytics

58

RMIT UNIVERSITY

Consume data; don't be consumed by it

72

ACCENTURE

Analysis principles in personalisation

80

EFFECTIVE MEASURE

Native advertising: buzz, bollocks or brilliance?

88

FORRESTER

Analysing what makes a great customer experience

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What do
you see?



CAROL MORRIS,
UN LTD*
Page 30



CON STAVROS
Page 98



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Page 78



GRAHAM PLANT,
Effective Measure*
Page 80



GREG DANIEL
Page 76



JAC PHILLIPS
Page 60



JOSEPH YOUNG
Page 32



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Page 96



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Page 70



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Page 96



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MICHAEL BUCKLEY,
Accenture*
Page 72



MICHAEL VALOS
Page 62



MICHELLE
HERBISON
Pages 28, 90



ROB GRANT
Pages 14, 82



ROXANA
STROHMENGER,
Forrester Research*
Page 88



RYAN GRIFFIN
Page 74



SARA HINGLE,
illustrator
Page 82



SERGIO BRODSKY
Page 68



STEVE
SAMMARTINO
Page 66



PROF STEVE
WORTHINGTON
Page 78



THOMAS MCCANN,
Forrester Research*
Page 88



TIM CURRY
Page 96

Marketing would like to recognise and thank the members of its Editorial Advisory Board for their invaluable guidance, including but not limited to Dr Michael Valos (chair), Caroline Ruddick, Erik Zimmerman, Mike Harley, Shannon Peachey, Trisca Scott-Branagan, Skev Ioannou, Cameron Woods and Peter Little.



Publisher's Note

As businesspeople we know how important collecting and analysing relevant data is in improving what we do.

If you're wondering where to start, the most important data comes from those with whom you work. Do staff understand and agree with your purpose, direction and priorities? Do they know what success means? Do they feel part of your vision as a leader?

Including the performance of you and your management team in this analysis is critical. Jac Phillips, head of brand and marketing at the Bank of Melbourne, has shared her insights on this and much more in her column on measuring performance.

The second priority is obviously your users, clients, customers, audience, members or fans. The 'data points' here should be gained not through an online survey or outsourced telemarketing but, in the first instance, through conversations. Every person in your organisation should speak to these people regularly. Do what you have to do to have real conversations with people who have experienced your business.

If you start with those with whom you work, then those for whom you work, you will be best placed to understand where to focus your attention.

Paul Lidgerwood

Managing director, Niche,
and publisher, *Marketing*.



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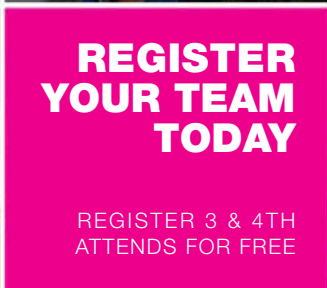
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Editor's note



Peter Roper
Editor, *Marketing*

The first question I usually get asked when meeting new people in my role as editor of *Marketing* is this:

'What are the big things in marketing right now?'

Wearable tech!

Virtual reality!

Behavioural economics!

Nope. Nope. Nope.

All interesting things that we'll see more of in marcomms and branded content endeavours in the near future. And I'll be interested to watch how wearable tech and virtual reality impact on media consumption.

But they're not the big things that keep marketing decision-makers up at night.

So my answer is decidedly untrendy, because they're not at all new concepts.

Two things. First: accountability. Second: making sense of technology.

Both ripe for discussion in a magazine themed 'The Analyse Issue'. Both staples of every other issue of the magazine, too.

Accountability because of course accountability. And this issue of the mag has some fantastic insights from Michael Valos' discussions with his network (as always) on page 62.

Additionally, this issue we're delighted to have Jac Philips from Bank of Melbourne writing on that area, but with more detail into her personal views and methods for measuring the performance of her marketing team. Particularly interesting is the interplay of quant and qual, of how the cultural and human elements cannot be stripped away.

Without those, what really is left? The economist's view of people being units of input and output (consumers) is hopefully well and truly dead for anyone who actually has to work with, let alone manage, other people.

On that note it was really interesting to dedicate our 'Brain Trust' this issue to CFOs – three of which give us their point of view of working with marketers. Don't miss that on page 96. We can learn a lot from fellow marketers, but even more from non-marketers.

Regarding 'making sense of technology', this doesn't mean the aforementioned virtual realities and devices strapped to or embedded into a wrist or other appendage. We're talking marketing (and, more broadly, business) technology automation – CRM, CMS, DMP, programmatic – the latter of which brings us to an interesting point

about why we still talk about adtech distinctly to martech. That line is disappearing. It's just another channel sitting next to direct mail, email and content in its various forms, after all.

There's not a lot of technical tech talk in this particular issue, curiously enough, but stay tuned as we've got some tools in the development pipeline that aim to rationalise the decision-making process around technology, of whatever type. (In the meantime, Graham Plant's article in The Connect Issue from earlier this year on how to choose a marketing automation platform is highly-recommended reading.)

This is our last regular print issue for 2015, so a big thanks to all readers who have enjoyed and shared the new things we've done this year. The redesign of this mag and the launch of *Marketing Advantage* and the encouraging feedback on both have made this year a landmark one in *Marketing's* history, and one that's been a huge buzz to be part of. **M**

Peter Roper
Editor
@pete_arrr

“The biggest challenge facing marketers in 2015 is measuring ROI.”

– Learn the biggest trends from this year’s ‘B2B Marketing Outlook Study’ on page 34.

“PwC’s report on supplier risk management identified what it called ‘concerning gaps’ in the way organisations managed suppliers.”

– In our feature on managing marketing suppliers, Michelle Dunner examines both sides of the ‘outsource or in’ conundrum, on page 22.

“The ultimate way of avoiding over-rationalised, meaningless responses is to stop asking questions.”

– Our feature on innovation in marketing research sees Rob Grant examine six implications for marketers. Page 14.

analyse /'an(ə)laɪz/

Verb

1. Examine (something) methodically and in detail, typically in order to explain and interpret it.
2. Resolve (a sentence) into its grammatical elements; parse.
3. Identify and measure the chemical constituents of (a substance or specimen).
4. Psychoanalyse (someone).

Origin: Late 16th century: influenced by French analyser, from medieval Latin analysis.

The Oxford English Dictionary

marketingmag.com.au

“If marketers can clearly articulate why they are taking an approach and how it will drive increased conversion and a better customer experience, nine times out of 10, I will back them.”

– John Mackenney, general manager of digital transformation and former CFO, Tourism Australia, in our Brain Trust on page 96.

“Did mass media serve the demographics, or shape them?”

– Steve Sammartino ponders whether it’s time to ditch the demographics. Page 66.

“I call it our ‘daily purpose framework’ and, from this point, marketing now has meaningful performance measures to devise its strategic and executional plan.”

– Guest columnist Jac Phillips, head of brand and marketing, Bank of Melbourne, explains how she measures performance, on page 60.

“Native advertising done well applies a form of subtlety often neglected in digital advertising... to build trust and engagement with the audience.”

– Graham Plant on new methods of measuring the performance of native advertising, on page 80.

“For a marketer to win the CFO’s trust, they need to make a compelling case with evidence that the investment being presented will not just deliver a single return, but result in an ongoing benefit to the company.”

– Kylie Turner, CFO, Bulletproof, in our Brain Trust on page 96.

“Forget about Bitcoin or China’s Renminbi! The true contender to becoming the new global currency is online (written or audiovisual) content.”

– Sérgio Brodsky analyses the future of independent versus brand publishing, on page 68

“I’ve worked in many businesses over the years and one of the things I’ve learned is that financial people really do think differently to creative people!”

– Tim Curry, director of finance, BBC Worldwide ANZ, in our Brain Trust on page 96.

“The beautiful simplicity of the ‘the ultimate question’ belies the complexity of the organisational change required to lift NPS and realise this potential.”

– Karl Treacher is sick of being asked ‘What’s a good NPS score?’ Page 70.

“With so much data available to marketers today, we must be careful not to die of thirst in the middle of the ocean.”

– RMIT’s Dr Linda Robinson reminds us that data analytics is just a tool, and useless without a well defined problem, on page 58.

Back to the future of research

Market research is a vital tool in the marketing kit box and in constant flux. **Rob Grant** examines the drivers of innovation in research and six implications for marketers.

Any market researcher who introduces themselves at a dinner party faces a conundrum: will people think I stand on street corners – with a clipboard – and ask questions of passers-by? It's an enduring and hard-to-shake cliché, but it no more reflects market research today than a Model T Ford does the car industry.

Over several decades, research has moved from paper questionnaires to automated telephone, online and now mobile surveys. It's almost unbelievable to think that, until fairly recently, responses from hard copy surveys were manually tallied by large teams of researchers. Focus groups have changed less, but the techniques used to elicit and visualise responses continually evolve. Even the lines between qualitative and quantitative research – historically split between different departments or agencies – are blurring.

For marketers, who wish to be armed with the most compelling insights, it is important to understand the possibilities available. Increasingly, powerful and actionable research is seen as a source of competitive advantage. Brands with the closest connection to consumers come out top.

Macro themes shaping research

To understand how the research environment is changing, and where it is likely to head, a series of interlocking drivers need to be explored. Each area, individually or combined with another, dramatically affects how marketers should approach research.

Rise of behavioural economics

Academic thinking has long influenced marketing research. It's no coincidence that practitioners of both fields are called researchers. The disciplines of mathematics, psychology, linguistics and sociology, among others, have left their mark and continue to influence. Certain breakthroughs endure. Others fade away. Neurolinguistic programming, anyone?

Behavioural economics, an offspring of various social sciences, looks like it will go the distance. Today, it directly influences research and shows no sign of being a fad. In a nutshell, behavioural economics suggests, in contrast to classic economic thinking, that people behave irrationally, driven by emotions rather than logic. While the ways people act are not always in their best interest, however, they exhibit predictable patterns due to a series of biases in their thinking. Understand these systems and you can better intervene, to guide people towards your products and services.

Research has always strived to explain behaviour, often by looking at the attitudes supposed to drive it. The problem is, if you ask a person directly why they did something they will post-rationalise and look for sensible explanations.

Nick Palmer, managing director with research and strategy agency House of Brand, believes research needs to watch more and ask for explanations less. "Behavioural economics will tell you the real way to understand people's decision-making is to observe it, not to ask them, because people do not know."

Our expert panel



Nick Palmer
Managing director
House of Brand



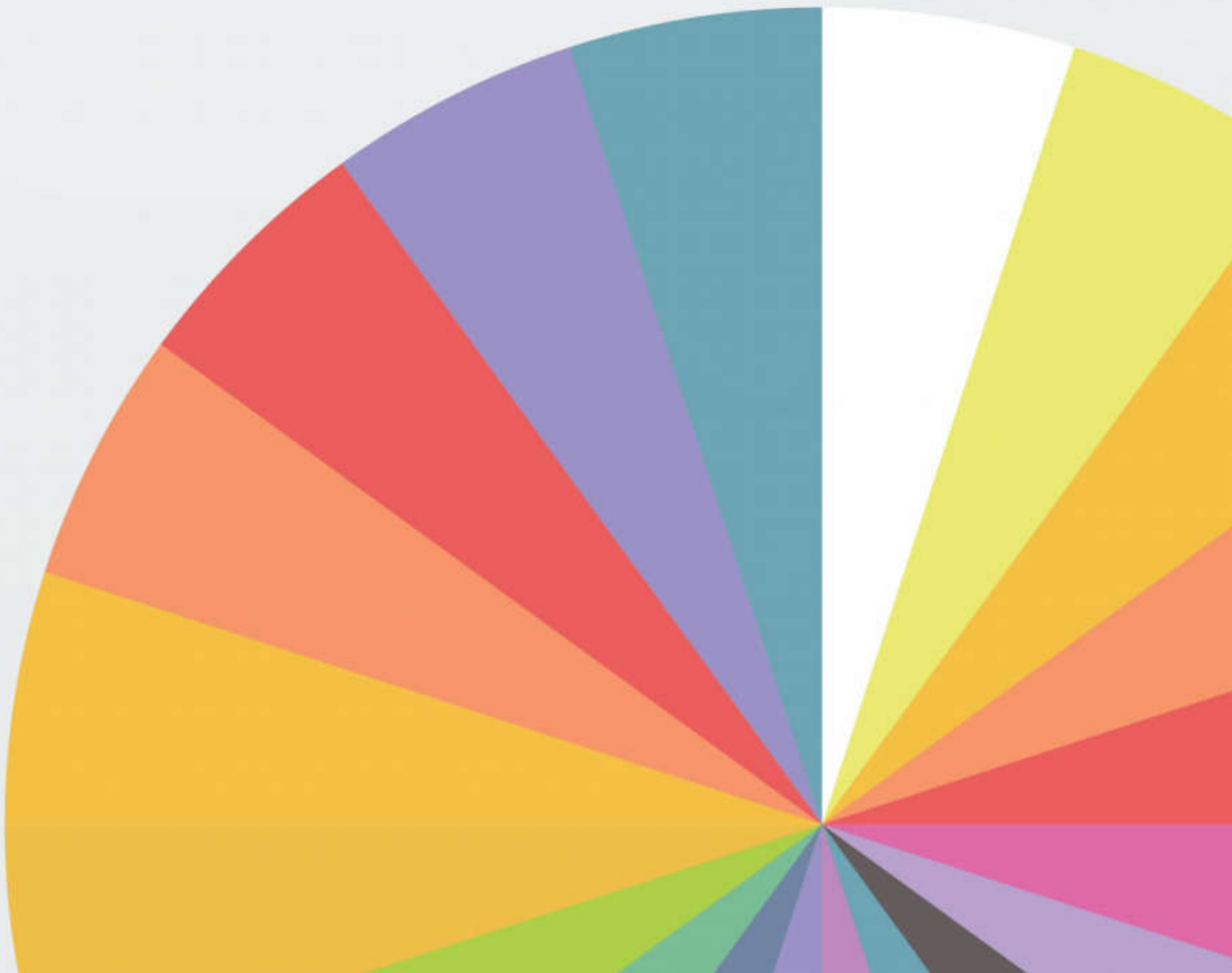
Louise McDonald
Founder and director
Click Research



Chris Thomas
Founder and director
Play Research



Dr. Avi Ratnanesan
Founder and CEO
Energesse





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Ubiquity of technology

Big technology changes once happened every decade or so. Then they became annual. Now it seems almost daily and the changes have major implications for research.

Consumers themselves interact in entirely new ways, facilitated by a variety of different interfaces. They possess, in their homes and now in their pockets, access to technologies of immense power that change how you engage with them.

Marketers, via agency partners or directly, can also take advantage of computational power their predecessors only dreamed of. Analysis tasks that required a server farm the size of a real farm can now be done on a laptop or outsourced to another country for overnight processing. This means you can find the specialists required from a global marketplace and reduce costs.

Chris Thomas, founder of quantitative and sensory research agency Play Research, recognises technology drives much of the change that occurs in research.

“Technology has opened up and we can now live more in the world of consumers, rather than bringing them to us,” says Thomas. “Almost every consumer has a smartphone

now and that brings many possibilities. Also, as a supplier, the whole world has opened up to me. I have software from the UK, people in Europe creating forums, coding done in India. So, we can do more with the budget and the clients get a better result.”

Reframing of society norms

Put simply: people don't live like they used to. Society today is characterised by short attention spans, on-the-go lifestyles and an explosion in media interaction. No longer does a family sit down to dine together at 6pm before they sit down to watch one TV screen for the rest of the evening. Far from it. Brands need to engage consumers in different ways and so do researchers.

Louise McDonald, director of specialist qualitative research agency Click Research, recognises a need to interact with consumers in ways that reflect how they live their lives. “It's unrealistic to expect genuine consumers to dedicate extended periods of time, when it suits you not them, to take part in research. Research methods need to reflect how busy people are and how fluid their lives are today. Otherwise, whom are you engaging with?”

Big data a reality for all

Arguably, no marketing topic garners more attention than big data right now. Not that many know what to do about it. As Dan Ariely, behavioural economist and author of *Predictably Irrational*, famously said, "Big data is like teenage sex: everyone talks about it, nobody really knows how to do it, everyone thinks everyone else is doing it, so everyone claims they are doing it."

Companies now hold a colossal amount of information on their consumers, aided by technological advances in the ability to store large volumes of data. The advent of call centres, loyalty schemes, social media forums and review sites has added to the realm of possibilities for a data miner digging for riches.

Yet even researchers, who should be experts in the data world, are only making early incursions into this minefield. Part of the problem is that companies still do not recognise or make available the rich rivers of data they possess. Dr Avi Ratnanesan, CEO of data analytics company Energesse, feels there is colossal potential waiting to be unleashed.

"Every company has a tonne of data they didn't know they had, just sitting there. So much data where customers actually tell you what they think and feel about your brand. Often the answers are there, but they are overlooked."

Research rulebook for marketers

In the face of such sweeping changes, marketers need to adapt their insight gathering approaches to survive and thrive. But where to start, with so many new possibilities? Six overarching rules are worth considering every time a research need arises.

1. Love is all you need

Since people act more on feelings than logic, a good understanding of emotions is required in research. Marketers need to ensure emotional lines of enquiry are given sufficient weight and fight the urge to ask detailed, rational questions.

Nick Palmer thinks emotional questioning is vital. "Arguably, three years ago the iPhone had been overtaken by other phones. But you didn't see people queuing outside a Samsung store to buy a new model. Consumers had built an emotional connection with Apple that drove decision-making. So why in traditional surveys do we just measure the rational?"

Questions in research can cover softer areas like 'brand love' or explore perceived 'brand closeness'. For example, in online surveys, consumers can position themselves on a visual that shows their proximity to a brand. Another way to move from the rational is to not only record a consumer response, but the time taken to answer. The technique is

“Marketers who act as early adopters of new research techniques have an opportunity to pull away from the pack. Brands that act on fresh insight will always stand out.”

called 'implicit association' and shows a lot about how people feel towards brands.

Beyond the realm of surveys, in the emerging field of advanced text analytics, it is now possible to capture emotions. No longer are responses classified as just positive or negative. For example, from a call centre conversation about your brand, you can see if a customer is delighted, angry, happy, frustrated or joyful. Then marketers can explore why and develop strategies accordingly.

"We can now look at large quantities of data and measure a whole range of emotions. After a lot of analysis, we found the greatest source of improving a product or service lies in the delight and frustration emotions. Frustrated consumers are still engaged with the brand and actually offer you ways of making it better," says Dr Avi Ratnanesan, founder and CEO of Energesse.

2. Pictures paint a thousand words

Piles of magazines, pairs of scissors and a pack of glue sticks. A common sight in focus group rooms across the country. And for good reason. For many years, researchers have used imagery to help respondents express feelings that words alone cannot convey. The problem: it is time consuming and labour intensive.

Step forward the internet, a treasure trove of billions of easily accessed images. Now people can be engaged in a survey or online forum and asked to find pictures themselves that express their emotions. Yet images are only just the beginning, as now most consumers have a high-powered video camera in their pockets. Welcome to the world of self-ethnography, where research participants do the hard work of capturing themselves on video for you. Marketers can use this technique to gain a close connection to their target audience, as they live out their lives and express their thoughts. A little creepy? Perhaps, but extremely insightful.

Click Research's Louise McDonald often uses video techniques in her work. "Clients are hungry for video representation of their consumers. We have so much information, but what we're short of is being in touch with consumers, as their lives constantly change. The environment they are in, the tools they use to cook, the dynamics of the home, who they are with. It's a great complement to other data points."

3. Live for the moment

It makes little sense asking people about breakfast at 9pm at night. Likewise, no one who bought a soft drink four days ago can explain why they chose it. And if your brand cures sore throats, you'd better speak to people when they actually suffer.

The closer marketers are to the moment a product is needed, bought or consumed, the better they can market it. Historically, research paid little thought to the timing of interaction with respondents. Focus groups were held on a Tuesday night, because that's when the moderator was free. Surveys were conducted all day long, to collect responses as quickly as possible. Now technology allows marketers to engage with their target audience at times better aligned with their brand.

"Your methodology should be aligned with the way consumers experience the brand, because then you're in touch with how they feel and what they are thinking when it matters," says McDonald.

One increasingly popular way of doing this is through the use of apps. People are recruited to download a specialist research app and then answer questions or complete tasks at fixed times and in certain locations. It is even possible to interact with consumers throughout an entire day and discover how their needs and feelings change, hour by hour. Or intercept them in a fixed location, using GPS tracking, to get an instant reaction to an in-store issue.

4. Give power to the people

A good meal relies on the best ingredients, matched with the right technique. Similarly, great insights come from the

quality of the people you recruit and how you engage them. Marketers need to put themselves in a respondent's shoes when considering research methods. Would you want to spend 40 minutes completing a survey? Or travel one hour to a focus group on a cold winter night?

Engaging with research respondents at their convenience is one way to put the consumer first. But it doesn't stop there. Probably the main thing marketers can do to more realistically engage consumers is to ask fewer questions.

Play Research's Chris Thomas feels that briefs with too many objectives are counterproductive. He says, "Marketers need to realise that a 30-minute questionnaire is almost an impossible thing to do. You may get people through it, but we're worried about the data. We are turning down certain projects because we don't think it's a good respondent experience. Ultimately this leads to poor data at the back end."

Think a little about the people who take part in research and you realise the process is hardly inclusive. Especially for qualitative research, it is hard to engage introverts, people for whom English is not their first language, those living outside major centres and younger audiences. And they may be a large share of your customers. By switching to more self-managed approaches, like online forums and bulletin boards, you can get the best from a wider range of people.

McDonald fully embraces this 'democratisation of research'. "I find it impossible to get more than two words out of teenage boys in focus groups. It's really hard. But on a recent online forum the boys were writing rich, emotional essays for me. Full of deep insights for the brand. They've actually got a lot to share; they just don't want to express it verbally."

5. Keep it simple, stupid

The more precise your question, the more likely you'll get the right response, right? Wrong. Tightly defined questions force people to rationalise and create views that don't exist in the first place. Besides, you may miss the issue that really matters. Open questions in surveys, for example, can provide deep, fresh insights that would never emerge from the structured questions. In the past, analysing these responses has been hard work, but now we have whizz-bang computers to do this.

Dr Ratnanesan specialises in extracting deep meaning from often ignored open questions and believes they are a great underutilised resource. "As soon as you ask closed questions, you lose a big opportunity. With open questions, customers can tell you exactly what they think and now we can analyse this. A lot of times we go too narrow, too quickly and miss the pot of gold sitting there."

Questions can also be formed that are less direct and prone to post-rationalisation. A great way to reframe a question is to ask people what others think. Studies where

“The ultimate way of avoiding over-rationalised, meaningless responses is to stop asking questions.”

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“Technology has opened up and we can now live more in the world of consumers, rather than bringing them to us.”
— Chris Thomas

respondents are asked to which brand they would invest their money in, as opposed to which they like or know, are often insightful. In addition to asking fewer, broader and less direct questions, it is wise to ask them less frequently. House of Brand's Nick Palmer feels that high-level brand measures are taken too often. “A big issue is over-measurement. Brands are slow-moving things. Behavioural economics tells us they are based on beliefs that are deep set. So don't measure them so often,” he says.

6. Ask no questions, be told no lies

Counterintuitive it may seem, but the ultimate way of avoiding over-rationalised, meaningless responses is to stop asking questions. It seems like career suicide for a researcher, but many recognise that at times we ask too many questions. Marketers therefore need to ask their agencies to consider methods that require no direct questions, relying instead on observation.

Further reading

Blink by Malcolm Gladwell

Herd by Mark Earls

How Brands Grow by Byron Sharp

Left Brain, Right Brain by Sally Springer & George Deutsch

Nudge by Richard Thaler & Cass Sunstein

Predictably Irrational by Dan Ariely

The Never Ending Quest by Dr Clare Graves

Thinking, Fast and Slow by Daniel Kahneman

Text analytics can almost be considered ethnography in the way it observes naturally occurring brand interactions, with no interviewer bias and no questions as such. “There are lots of broken models in the market research paradigm at the moment, in terms of how questions are asked. Early adopters are using text analysis, because you avoid the biases inherent in conventional research,” says Dr Ratnanesan.


Beyond this specific methodology, there is wide recognition that powerful insights come from a blend of information from multiple sources. Marketers should freely share their internal data with research agencies. Nick Palmer is delighted when clients open up their information to him. “It's about letting agencies in a bit,” he says. “Making them feel a part of the brand team. Collaborating. A good research agency should be hungry for data and information. The more you share with them the better.”

More extreme, although growing rapidly in accessibility and affordability, is the use of eye tracking, facial coding and biometrics. Originally the realm of academia and niche agencies, this technology is now being deployed by research agencies to further build their insight into consumer behaviour.

Understanding exactly where consumers are looking, and for how long, is insightful in the development of communications or websites, for examining store layouts and in creating optimal packaging, with the correct message hierarchy. Although different technology options are available, they typically monitor and record two things: where the head is looking with one outward looking camera and where the person is looking with cameras trained on the eyes. Units are now portable, so consumers can walk around stores, scan across shelves or sit and watch adverts.

Chris Thomas uses eye-tracking technology to reach the parts direct questions cannot and finds it invaluable. He explains, “What people say they saw can be very different to what they actually saw. This is a different approach; it's more factual. A client will come to us unsure how people are navigating in-store. We'll get people to shop wearing the headset and have quite a natural experience.”

Looking ahead

No one is entirely sure where technology, societal change, academia and data growth will take research next. As the ancient adage says, change is the only constant in life. Perhaps the old image of the clipboard-carrying researcher will even fade away. Marketers who act as early adopters of new research techniques have an opportunity to pull away from the pack. Brands that act on fresh insight will always stand out. It may be hard to pin down, but understanding the real drivers of consumer behaviour should be a marketer's goal. The truth is out there. 



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In or out?

Marketing suppliers: cost centre or asset for growth? [Michelle Dunner](#) reports on the ever-changing 'outsource versus in-house' debate.

The ideas are workshopped, the plans devised and budgets allocated. The C-suite is happy and the marketing pipeline looks pleasingly full. There's just one question to be answered: who's going to do all the work?

It's a rare marketer who hasn't worked with an external agency or provider, whether for a discrete project or as part of an ongoing campaign. But managing marketing suppliers successfully pivots on one key point: what's the strategy behind getting them involved in the first place?

Technology has obviated the need to outsource a great many marketing tasks – graphic design arguably being top of the list. Now, marketing team members whip up web pages and create collateral with a minimum of fuss, thanks to highly prescriptive brand guidelines, template documents and content management systems. Two days to change an eDM header? Not in this lifetime. Responsiveness and flexibility is the name of the game – and suppliers just can't compete with that, right?

So, is the problem that marketers outsource too much, without getting sufficient value from the process, or are they not outsourcing the right things? Stretched and strained in-house teams welcome a fresh set of eyes or a new creative perspective yet, when the crunch comes, suppliers can often be the first resources to be jettisoned. Is that counterproductive or an acknowledgement that the money hasn't been well spent?

Darren Woolley, global CEO of marketing management consultancy TrinityP3, says it comes down to accountability. "First comes a bit of graphic design; then it's developing video capability. Next is social media monitoring. Before you know it, the in-house team can be huge," he says.

"I know of one financial services organisation with its own in-house studio – it employs 70 people. It's not surprising that CFOs, looking at their organisation of 600 people, start to wonder why the headcount on the marketing team is 150.

"Technology has certainly made in-house production a much more achievable option, but we challenge our clients to look at the actual resources devoted to it and determine whether the costs and the convenience are balanced."

Growth Solutions Group managing director Graeme Chipp agrees: "What's the point of the decision to develop resources in-house or outsource? Is it to access teams that can create and challenge the business to win the competitive environment, or is it seeking to deliver lower-cost, more timely material?

"Outsourcing creative communications has real merit; bringing in external and fresh perspectives is proven, but it also requires an effective client management team. It's a partnership of minds working to market outcomes," says Chipp.

"If this is in-sourced, it takes real confidence and some courage for those within the corporate walls to challenge conventional wisdom; their careers may be judged by corporate rules and processes that use different criteria for success.

"At the same time, if high volume production work is cheaper in-house and part of the business model of the organisation, this may make more sense. Are in-house teams an overhead cost to the business, or are they responsible for delivering ideas and campaigns that drive growth? Who on the in-house team has the responsibility for asking the question: is this getting us the best return?"



Creativity or commodity?

Growth Solutions Group managing director Graeme Chipp says marketers need to address several issues within the planning phase.

“Organisations are under continuing pressure to manage costs, and outsourcing can create flexibility there – you move an overhead to a variable cost. But it needs to be managed. Clients are demanding more accountability from every engagement and I think generally there are differing levels of competency and mindset in how outsourced talent is managed.

“There will always be people within an organisation who don’t value external creativity or expertise and think of it as a commodity, through to those who actively seek this sort of input as an important way of driving competitive advantage. In our business, we actively choose clients who are in the second camp, as much as they choose us. It might be more difficult initially but, in the longer-term, ensures mutual success.”

Rachael Lonergan, head of strategy at media agency Foundation, says she’s seeing a lot of touch points for change in the relationships between marketers and suppliers.

“While we’re a boutique agency and attract a similar type of client, I have worked with large agencies on accounts that may have 50 brand managers or junior managers attached. That creates an interesting situation internally that is obvious to see – it’s a culture that breeds inertia and fear. No one wants to be the person who steps outside the process, and marketing is a process in a lot of large organisations.

“Our role now is the complete opposite; we see ourselves as the people who will push the internal teams, although most of our clients don’t have large marketing departments. We demonstrate our value by looking for more challenging ways to get their brand out.”

Lonergan says both parties need ‘skin in the game’. “The best relationship is not ‘master and servant’. Yes, there’s money on the line, and reputation, but we find clients are using us as an extension of their marketing department, rather than someone who just buys media for them.

“Where the relationship doesn’t work is when everything is KPI driven. I firmly believe the goal of marketing is to help organisations sell things – not to achieve GRP

(gross rating point) levels on TV or impressions online; they’re just tools.

“If you care about the outcome, you’ll take full advantage of the experience around you. A procurement person doesn’t understand the human intelligence and experience of creative agencies; they only look at doing it cheaper. It’s a commoditisation of what agencies provide and an erosion of the relationship.”

Media buying, particularly in the digital space, is an area that some corporates have taken in-house. Lonergan says programmatic buying online is also moving into television. “If a client is cost focused, they can get very enthusiastic about looking at how much audience they’ve bought and the cost per thousand, but they’re missing a very integral part. Getting the confluence of message and creative can’t be just a programmatic solution. You need understanding of the psychology of your customer, their journey, how they respond. Programmatic buying is functional – it’s not adding the emotional layer or the brand intelligence.

“I can see why procurement departments see this sort of buying as appealing. It was the same with the optimisers; they weren’t the Holy Grail. Clients kept complaining they saw their ads in a crummy environment. A decent buyer will always be able to beat an optimiser.”

Need a bit of SRM?


Of course, there’s an acronym in use in the quest to manage suppliers successfully – SRM. Supplier risk management has been coined by several major consultants, not the least of which is PricewaterhouseCoopers, which undertook its first Australian study into SRM in 2013.

While more aligned to supply chain matters, where internal risk officers need to factor their level of exposure if a supplier can’t fulfil a brief, SRM is recognised as a way organisations can reduce overall costs and expand quickly into new markets and services.

Essentially, the ability to keep a workforce focused on core business while outsourcing non-core activities (particularly those where an organisation can demonstrate no internal competitive advantage) is at the heart of SRM.

PwC’s report identified what it called “concerning gaps” in the way organisations managed suppliers. It found: “Many respondents were simply not gaining some of the basic yet vital benefits they had hoped to achieve from their sourcing arrangements, including greater efficiency and risk mitigation.”

Graham Plant, the CEO of Effective Measure, which specialises in digital audience, brand and advertising effectiveness measurement, says there’s a lot to be said for achieving the right partnership model with marketing suppliers.



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"This is particularly true in emerging markets where you're looking to develop capabilities; you need complementary skills. Business these days can come from anywhere, but you can't be everywhere. Developing a really good network of partners to service demand is the way to go."

Plant says the bottom line in choosing any potential partner is asking the right questions and ensuring there's appropriate evaluation. "There's a growing recognition that some of the larger players first look at suppliers as partners, but with a view to potentially acquiring them. So the questions need to be asked: do we work well together? Do they add value? Do they bring skills we don't have?"

"Really large organisations can have very diverse client bases and they need channel partners equipped to deal with specific vertical markets. A really good example is the IBM global entrepreneur program that provides an ecosystem for start-ups. Five years ago people would have asked why they'd bother with start-ups, but it's their way of embracing different partners and processes.

"Tools and tech are driving a lot of the forced partnerships you see out there, because the reality is that, if you come up with an idea, by the time you can implement it, the chances are it will be out of date. It's very hard for a lot of organisations to keep pace and remain relevant and those companies don't have the appetite or capacity to generate that sort of growth themselves – so they lean on partners."

Plant also wonders about the importance of culture in choosing to work with suppliers. "Every company puts a different emphasis on cultural fit. Some hold the same values in pretty high regard; if they've got that synergy, it can be easier to work through problems and issues. The process of managing channel partners can be a challenge.

When everything's going well, everyone's high-fiving each other, but when they don't meet your timelines or there are other problems, the relationship can get quite acrimonious, until you can learn to navigate to a satisfactory outcome.

Five questions to ask yourself

1 What is the importance of the strategic issue being addressed and the need to get the best team on it?

2 What is the existing capacity internally and the opportunity/time pressures to deliver an outcome? Are the resources available in-house or not?

3 The expertise gap – does the business need a deliberate injection of capabilities?

4 How would these capabilities contribute to an ongoing strategic advantage in an area such as data analytics, sales skills, brand management? Is the role of an outsourced provider to 'equip' the organisation with heightened skills?

5 Is there a need for fresh/external input?

"I just came back from a start-up conference in Singapore. In the marketing space, innovators that can manage the intersection of big data and structured data to create actual insights seemed to be the biggest demand. We hear a lot about making marketing analytics simple, but not a lot of people are able to turn it into something tangible," continues Plant.

"The evolution of mobile continues to lead the charge; we're looking for people who can go directly to the customer base and pull together the tools that will resonate with customers. In the ad tech space, we hear about programmatic space and real time buying – but at what point does the customer get desensitised?"

Plant says scientific evaluation needs to be applied in a much more fragmented media space, so that customer messages need to be both cost-effective and time-efficient.


David Jackson, executive director at incentive company Solterbeck, says there's a definite shift away from outsourcing a lot of marketing communications work. "Clients are now adopting a 'pick and choose' mentality in terms of what they'd hand over to an agency to fulfil. I'm very comfortable with that because, as an agency, we need to be flexible enough

and pragmatic enough to work in our clients' interests and focus on the areas that add value.

"But it's not just a cost-driven equation. It's true to say I often remind clients that there is value to be had from our creative input and expertise. I would hate to see things just becoming a race to the bottom."

Jackson says there are risks for organisations that turn marketing coordinators or junior managers into collateral producers.

"A major risk is that the in-house team doesn't end up doing the job they're paid for. Your coordinators have days filled with design work; they're not able to think about strategy, planning or evolution.

"I think it's important for an agency to be seen as a partner in the journey rather than a defender of old models. To have the established relationship of trust with a client and to be an enabler rather than a barrier is the way to go now," concludes Jackson. 

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Is procurement the devil's advocate marketing needs?

As procurement's influence over marketing decisions grows, is the increasingly close relationship between the two departments a recipe for conflict, or is procurement the devil's advocate that marketing sorely needs? Michelle Herbison investigates.

COST-CUTTING NUMBER-CRUNCHERS can be forgiven for feeling a little unwelcome in marketing departments. Marketing is that special area of business that likes to imagine itself transcending day-to-day issues by working on long-term growth strategies and building ungraspable concepts such as 'brand loyalty' and 'engagement' through the collaboration of creative minds. Big dreams, and the big spend that comes with them, are part of the stereotype of marketers.

But over the past decade, procurement professionals have been getting involved in more and more marketing decisions, bringing a new kind of systemisation. This means less control for marketing managers and, often, cost-cutting.

In difficult financial times, companies need to calculate the ROI in every area of spending. And at a time when information is spreading digitally and globally, faster than ever before, companies are increasingly careful about avoiding supply chain issues. Nobody wants to face the next Bangladesh garment or Tesco horsemeat crisis. So procurement comes in to manage risk, as well as cost.

"Ten or 12 years ago, procurement used to be in the back room in the brown cardigan, but now they're very much in the boardroom," explains procurement expert Tania Seary.

"Globalisation's driven a lot of the development, and a lot of it is about brand reputation and risk management."

Cross-functional clash

With this risk management comes controls and processes that don't sit well with many marketers. One of these is described by Christine Khor, managing director of marketing industry recruitment specialist Chorus Executive and a former client-side marketer for Simplot and Kraft. In her view, the rise of procurement bringing cost-saving structures to business is proving particularly stifling to the creative elements of marketing.

"Getting the right person, the right campaign or launching the right product is a process that is part science and part art/intuition," she explains.

"Being too objective stifles creativity. This is OK if you are buying paper, electricity or cables, but with some services/products like people, innovation or advertising campaigns, intuition and subjectivity is required."

Common sense should prevail over pure financial decisions, and sometimes that means spending more money, Khor says.

"Procurement is about cost-saving. If the business says, 'Your job is to save costs', that's what they'll do. Unfortunately there seems

to be less consideration of the total cost – quality, time, productivity etc, when procurement decisions are being made."

Adland's anguish

It's not just small agencies that are doing it tough.

John Zeigler, chairman and chief executive officer of DDB Group Asia Pacific, believes procurement is responsible for a creativity crisis that is on its way to destroying advertising agencies in their current form.

"We've got procurement going into the agencies and over five years looking for 10 percent a year – that's 50 percent of the revenues of an agency gone. How do you keep talent if you can't pay them? How do you convince clients you can do better work if you can't keep your talent? How do you operate as a business on 50 percent less revenues when we're on a 70 percent plus costs and our business is 100 percent people?"

"It is a crisis of creativity at a time when creativity is the most important thing that clients can leverage in their business, to create competitive advantage, increased sales and increased success."

Tania Seary believes it's time to end the days of businesses being in the dark about their ROI in marketing. Advertising agencies need to "get with the program" and start quantifying the value they produce for businesses, she says with a provocative grin.

Seary has made her career founding a string of successful businesses to develop the procurement industry, including professional development educator The Faculty, recruitment service The Source and, most recently, industry social network, Procurious.

"Ten years ago procurement wouldn't have been seen anywhere

near advertising agencies because that was the holy grail; that was the secret herbs and spices. What business leaders have to grapple with is they want to reduce their marketing costs, but where do they do it?

"I think the challenge back to the agency is to quantify it," she says in response to Zeigler's comments.

"Procurement professionals are quite analytical so I'm sure if there was a good argument they would listen. But it can't just all be promises."

Zeigler pulls out a statistic he uses to justify the value of agencies striving towards advertising awards, but does not explain exactly how it was calculated.

"How can an industry add value if people don't know what the difference is between great work and not so great work?" he begins.

"We do live in an accounting, numbers-based world and I think when you do have a number you can work to it and you know what you're losing as well as what you're potentially gaining.

"So based on IPA and based on Cannes, a great award-winning piece of work at Cannes will deliver results that are 10 to 12 times the results from a piece of work that isn't great."

Seary comes back to point out that procurement and marketing departments are both working under the direction of their CEOs or CFOs, whose goals could range anywhere between severe cost-cutting to generous long-term growth.

"They've helped them identify where a lot of money was being wasted and really helped them with the processes. The marketing director is still in the decision seat but the procurement person is a business partner who's helping with a more robust process for selecting agencies, and can also play devil's advocate in that selection process and negotiation.

A potent partnership

Marketing strategy consultant and former FMCG marketer Mike Harley agrees, prefacing with: "I have quite a different view to some other marketing people, I have to tell you that right now."

Harley counts himself as an advocate for procurement's involvement with marketing, but explains that many marketers are instead feeling frustrated.

"I can understand why – the control is being taken out of their hands. Even the [procurement people] who are focused on value will go through the process of really looking to understand where value

is created and actually pushing agencies to clarify that.

"Agencies and the marketing team need to be really, really clear where the work is being done, why it is being done and where it creates value or cost."

Harley is careful with his words when he explains how the kind of personality that tends to be attracted to the procurement profession can help a typical marketer.

"They have the skills but they also put the discipline and process in place, which often marketing people don't have. Marketing people are – I'll say this because I'm in marketing – often not the most organised. Often they are not giving their agencies and others enough time, so they are negotiating things at the last minute rather than really planning in advance."

Procurement has its most obvious place in the commodity buying side of marketing, such as print and packaging, but can also work well involving itself in agency relationships, Harley believes.

"There are a lot of different roles that procurement can play in an organisation and it's not always just about cost. I think it's a very broad generalisation to say procurement destroys value and the relationship between a client and an agency, because I've been in situations where they've actually created a lot of value."

Love it or hate it, procurement is here to stay. With more and more procurement professionals getting involved in marketing decisions the question becomes: how do we best optimise these relationships?

Part Two of this examination of marketing's relationship with procurement issues delves further into tactics and approaches and can be found at <http://mktm.ag/procurement2>

“ Love it or hate it, procurement is here to stay. With more and more procurement professionals getting involved in marketing decisions the question becomes: how do we best optimise these relationships? ”



Carol Morris
General manager
at UnLtd.

Big data's big social impact

Carol Morris explores the big challenges charities face in harnessing data to drive donations – most notably a lack of skills and resources.

Using and analysing large data sets, or so-called 'big data', is vital to stay competitive in marketing any business.

Our charity partners are increasingly looking to data to help them build fundraising campaigns and build scale to reach more disadvantaged young people.

The 43 organisations we work with tend to be smaller charities that run highly effective programs, but operate with small teams and very lean budgets. While they are exceptional at what they do best – changing young lives and giving them hope – several barriers prohibit them from using and analysing donor data to its full potential.

Karl Wilding, director of public policy at the National Council for Voluntary Organisations in the UK, says, "Data is the new fuel for social change. Money is one of the things we need, but it is not the only thing. Data will sit alongside money as a way of achieving better outcomes."

Data's capacity to provide valuable insights and efficiencies for charities is big. But what is also big is the skills gap, in understanding and being able to harness the wealth of data available to those charities.

If we want to help the not-for-profit sector take advantage of the opportunities data presents, we need to strengthen its capability to work with data.

The term 'big data' in itself is inherently daunting. But this doesn't always mean huge and complex. There are loads of digital fundraising, data management and CRM (customer relationship management) platforms on the market, but if we really look at what they all have in common they rely heavily on intelligent data analysis to extract value.

The key to successful fundraising is for our charities to truly understand the people they are asking for money – developing an informed view of donors, which should in turn inform the message and format of any fundraising appeal.

So what are some of the things our charities need to think about when analysing data?

Identifying a simple donor journey can be useful when reviewing methods, messages and timings of supporter communications.

Recency, frequency and value are also good places to start. All very common words if you're a marketing professional. But perhaps not so much when you've spent your career as a social worker at the coalface assisting homeless teenagers.

Data analysis can track who donated in the past, the amount and how much they gave. This can help charities understand giving patterns, where and why income is increasing or dropping off. The ability to map incoming money is vital for our charities. Margo Ward is CEO of KidsXpress, an expressive therapy program that exists to ensure no childhood is lost to severe trauma.

"Gratitude is one of our guiding principles at KidsXpress and we're using data to get better at thanking each and every one of our donors," says Ward.

She explains that often the charity receives one-off bequests from anonymous individuals, which is absolutely fantastic – but charities can't rely solely on occasional generosity, because they still need to operate effectively as businesses, with visibility into their ongoing revenue streams.

"We're conducting research and we've recently adopted a full CRM system to better understand KidsXpress' supporters and their motivations. We're working to establish long-term relationships with our donors and our community," says Ward.

"We need to be using data to encourage ongoing regular contributions and workplace giving – in addition to those incredible one-off donations – because this allows us to forward plan financially," she adds.

As marketers, we often take our data analysis skills and access to sophisticated reporting and third party measurement tools for granted.

And once donors have been better understood – and that insight has been used for marketing purposes – then there's the media analysis side of things to contend with.

The support our industry provides through donated media packages is phenomenal. In some instances, we pass these media packages on to our charity partners. However, being able to fully realise the potential of a donated media package also requires a specialised skill set.

Free media is all very well – but how do you then analyse and measure its impact without a media or marketing skill set?

This is one of the areas of need we're addressing through our UnLtd mentor program. One of our active mentors, Eloise Lloyd, comes from a media sales background. She's worked across radio, TV and digital, and her role as a marketing mentor to Camp Quality (an incredible charity that works with kids living with cancer) is to analyse and optimise their media placements.

Camp Quality doesn't have a media agency. It invests in producing creative and then goes about sourcing reduced or FOC (free of charge) media placements to run these campaigns.

Lloyd helps them out on a regular basis by getting performance results from the media owners and running reports on their reach, frequency and interactions for Camp Quality. It now has a group mentoring arrangement whereby Lloyd has regular sessions with the Camp Quality marketing team, providing valuable media-side strategic advice and education on how they're executing campaigns.

In the not-for-profit world, it's crucial to show that what you are doing works. But it is not only about supporting your work with evidence; it is also about finding out how to do things more effectively and how to do more with the often limited resources you have.

Charities have a duty to be as effective as possible. It is easy to keep on doing things you do simply because that's what you've always done. Data allows you to see if that is the right thing to do.

UnLtd's belief is that access to the right professionals – to help charities make data decisions and harness data and make it work for them – is game-changing, when coupled with funding to invest in the right CRM and data management tools to achieve the most valuable outcomes.

We recently ran a course with the IAB aimed at up-skilling our 43 charities on data management and digital best practice. Training days like these are often valued at around \$1500 per person. But thanks to industry experts from Facebook/Instagram, Zuni, Big Mobile, Indago Digital, Sizmek and the IAB – who volunteered their time to impart their digital knowledge to our charities – we were able to offer it to them at no charge.


It's education and opportunities like these that are going to help our charities better explore and visualise data for great causes.

Over 680,000 young people in Australia are considered to be disadvantaged as a result of abuse, neglect, homelessness, illness, trauma and grief. With a reported 76 percent increase in child-related AVOs (apprehended violence orders) this year, there is a lot that needs to be done to ensure these young people find the support they need.

As a society, and as a community of marketers that wield enormous power to make change, these statistics are not acceptable.

As marketers, we often take our data analysis skills and access to sophisticated reporting and third party measurement tools for granted.

Big data has captured the minds and attention of marketers who want to truly understand the hearts and minds of consumers. We want to continue this work in the not-for-profit sector to support our charities in our mission to undo youth disadvantage, for good.

That work all starts with data... and the ability to capture, analyse and act on it, for good. 



Marketing is proud to have UnLtd as its not-for-profit content partner. UnLtd is the only not-for-profit philanthropic foundation representing the media, marketing and advertising community, and aims to harness the wealth, talent and influence of the industry, and channel this to support the most creative and innovative organisations that work with at-risk young people. Visit unltd.org.au to get involved.



Five key trends in B2B marketing – quantified

The fifth annual 'B2B Marketing Outlook' study by Greenhat, supported by *Marketing*, reveals some key messages for business-to-business marketers. [Joe Young](#) explores the five key trends with Greenhat's Andrew Haussegger.

The ecosystem of technology and data in which marketers operate is ever changing and, because this environment is so dynamic, marketers are presented with a range of changing options. This can lead to confusion on which option would provide the best results.

To better understand the changes that are operating within this ecosystem, this article will analyse the 'B2B Marketing Outlook 2015' marketing survey carried out by B2B marketing agency Greenhat to look at current attitudes, challenges, opportunities and trends that face marketers today.

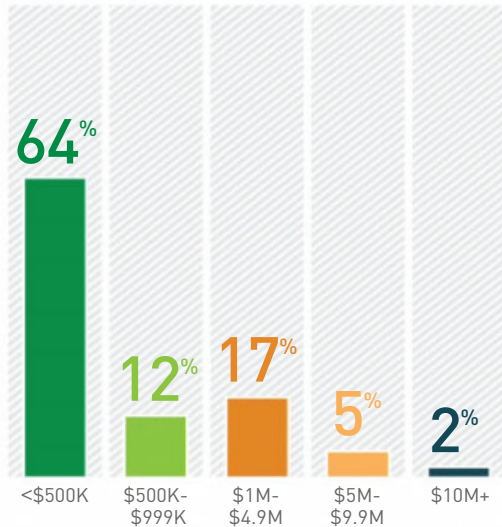
The survey, in which 455 marketers participated, showed that the biggest challenge facing marketers in 2015 is measuring ROI. Forty-six percent of respondents found it 'challenging' and the top marketing objectives are generating leads (81 percent) and nurturing leads (78 percent).

Greenhat's managing director Andrew Haussegger says that over the last few years B2B marketers have been challenged like they have never been before, which has driven them to partake in studies in their thirst for answers.

"You have some more traditional marketers that really aren't sure how to transition across to being digital and automation," Haussegger tells *Marketing*.

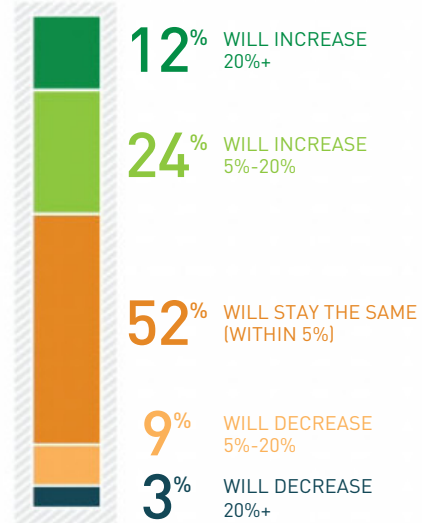
SIZE OF MARKETING BUDGET

What is your planned marketing budget for 2015 (excluding salaries)?



CHANGES IN MARKETING BUDGET

How does your 2015 marketing budget compare to your 2014 budget?



Trend 1: Poor lead follow-up exposes weaknesses in marketing and sales integrations

For Haussegger, the most surprising data to come from the survey was that 52 percent of respondents have an unsatisfactory outcome with their lead follow-up rate.

In a big step backwards from the 2014 results, only 48 percent of respondents said at least two-thirds of the leads passed on from marketing to sales are followed up by sales.

"This shows us that there has to be better cohesion between marketing teams and sales teams," Haussegger says.

Forty-three percent of respondents said less than a third of leads converted to sales. This indicates that creating better integration between marketing and sales teams is an area of opportunity for companies to improve on those statistics.

Greenhat believes the level of lead leakage occurring is due to the absence of a lead life cycle strategy, ideally developed in unison by the marketing and sales teams.

The loss of potentially large revenue due to this may drive CMOs to carry revenue targets.

Greenhat believes that marketing automation and customer relation management integration are vital for enabling true sales and marketing alignment.

The biggest challenge facing marketers in 2015 is measuring ROI.

B2B organisations with tightly aligned marketing and sales, achieved 24 percent faster growth and 27 percent faster profit growth over a three-year period, according to the US SiriusDecisions Summit 2014.

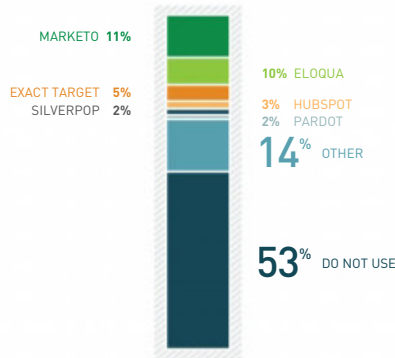
Trend 2: B2B marketing budgets continue to rise

The Australian economy has been going well lately and the good news for marketers is that marketing budgets are continuing to rise, with 36 percent of marketing budgets increasing by over five percent in 2015.

"Marketers are slowly getting better at attributing revenue and the success of sales to their work and the more

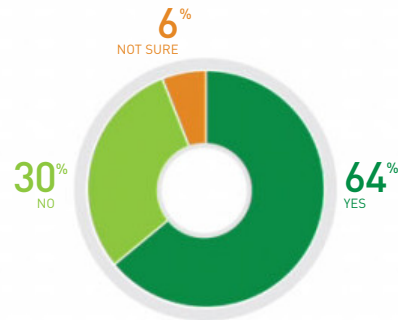
MARKETING AUTOMATION ADOPTION

Which Marketing Automation Platform do you use?



CRM INTEGRATION

Is your Marketing Automation Platform integrated with your CRM?



Base: Marketing Automation users

they can prove that they are having a positive impact on the business and showing that they are not just a cost centre, then the more budget they get,” Haussegger says.

“Digital is now on the boardroom agenda, just how culture came on to it 15 years ago. Customers are using digital and the internet to connect with the sellers, so executives are saying we need to be more effective in the online digital space, so that is attracting some budget.

“The senior executives of companies are realising that digital and the internet has to be part of their strategic direction.”

This is apparent in the survey, with digital marketing taking up the largest slice of the marketing budget pie, with 27 percent of the budget. Traditional offline marketing is on the decline, but still claims second spot with 21 percent of marketers’ budgets.

Content marketing takes up 17 percent of the marketing budget, advertising and sponsorship (excluding online) 14 percent, marketing automation and public relations both eight percent and other five percent.

“Lead nurturing, social media and email content are digital areas where marketers are willing to spend more.”

Lead nurturing, social media and email content are digital areas where marketers are willing to spend more. Conversely, print advertising, tradeshow and conferences are areas in which marketers are cutting costs.

Haussegger says this shift from offline to online spending is driven by marketers asking themselves where the buyers are.

“Are they answering their phones? No. Are they reading all their direct mail? No. Are they going to tradeshow more than ever before? No. What are they doing? They’re going online,” Haussegger says.

“Clearly marketers have to go there. It’s a great saying, ‘fish where the fish are’.”

Trend 3: ROI becomes the top challenge for Australia’s B2B marketers

This is the first year marketers have said their biggest challenge is measuring ROI. Forty-six percent of respondents said they find it ‘challenging’.

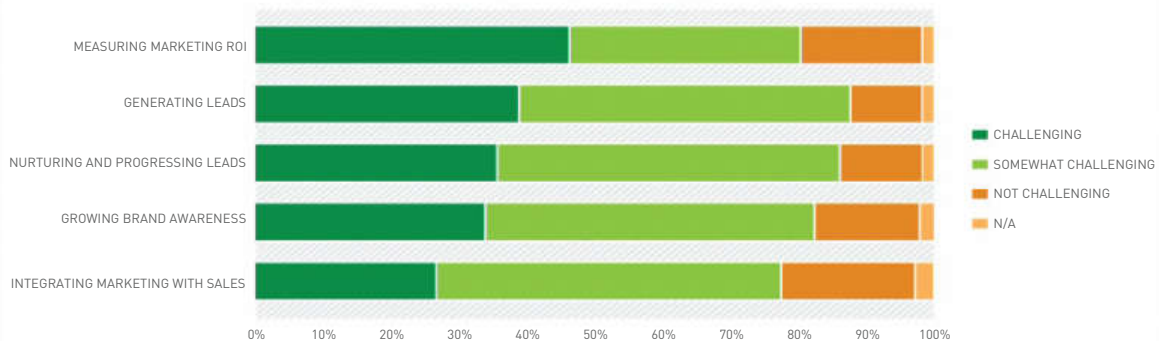
“What has been happening is we have been spending too much time trying to collect our data and then analysing it, and good analytics platforms are going to allow us to not spend all our time just collecting data, but to actually spend more time analysing it and improving things,” Haussegger says.

“I think the next wave is going to be around analytics and predictive data. First, analytics to provide better insight into what’s working and why. That is a key next trend that will start to roll out.”

Greenhat predicts that in 2015/16 marketers will invest more in technology, talent and process re-engineering. According to a study by Millward Brown Digital, more than

MARKETING CHALLENGES IN 2014

How challenging were the following activities in 2014?



70 percent of marketing executives polled said they would increase their spending on mobile, digital and social platforms if there were better ways to measure ROI.

Trend 4: Content marketing cements status as a key pillar in the mix

In marketing strategy, content marketing has been a big mover in popularity and has now cemented itself as a key pillar in three-quarters of marketing strategies.

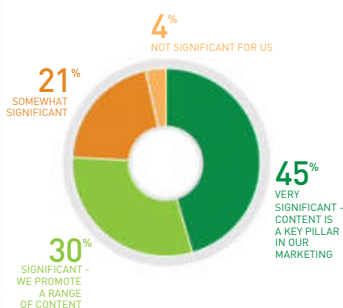
Marketers have spent on average 54 percent more on content marketing year on year.

Social media has been embraced with 64 percent of marketers now publishing blogs and online content, despite

“ People that treated marketing as an art won’t be in their role in a couple of years’ time... a bit like the CMO who doesn’t understand digital. — Andrew Haussegger ”

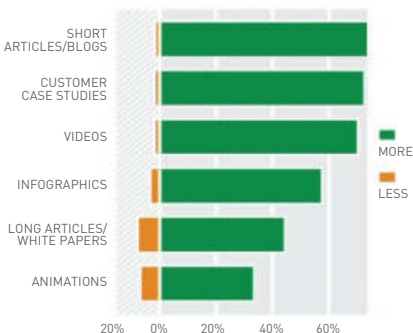
SIGNIFICANCE OF CONTENT

How significant is Content Marketing in your B2B marketing?



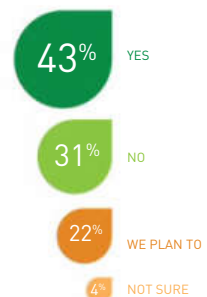
CONTENT TRENDS

How will you use the following content types in 2015 compared to 2014?



TARGETING BUYERS

Have you developed personas for buyers in your target market?



only 11 percent of marketers saying they had good results from social media marketing in 2014.

Haussegger says that content marketing is becoming very attractive to marketers, because it is all about the buyer.

“What has happened now is that the balance of power between the buyer and seller has totally shifted over to the buyer in B2B, so customers can get the bulk of the information that they need through the internet and all their digital circles,” he says.

“So what that means is they are spending a whole lot of time going through their buying process before they call the seller. You can find a lot of case studies of people that have the same problem you’ve got and you can even contact them and then they’ll make recommendations on vendors and how to solve it.

“It’s not just content marketing; it’s the combination of a compelling online experience fuelled by content marketing. So one of the pitfalls that we are falling into is we are producing a lot of content, but not effectively distributing and amplifying that content.

“But what they’re not doing well is getting the right content to the right people at the right time, and that’s the challenge.

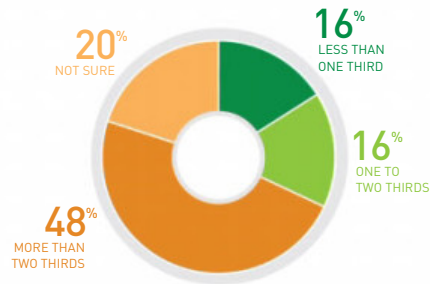
You can’t do effective content marketing without marketing automation. Automation will do the tracking to decide what content to send next.”

The rise of content marketing driven by the empowered customer has seen marketing budgets tip toward inbound marketing. This year, 41 percent of marketers are going to spend more money on inbound marketing compared to

“What has happened now is that the balance of power between the buyer and seller has totally shifted over to the buyer in B2B, so customers can get the bulk of the information that they need through the internet and all their digital circles.”

LEAD FOLLOW-UP RATE

What percentage of leads passed from Marketing to Sales are followed up by Sales?



outbound, as opposed to 25 percent of marketers who are going to spend more on outbound marketing than inbound.


Customers are empowered by the web to research, compare and learn online and are as resistant to push marketing as ever before.

Trend 5: A scientific eclipse of the art

Haussegger believes that marketing is becoming more of a science than an art.

“I think that the traditional people that treated marketing as an art won’t be in their role in a couple of years’ time,” Haussegger says, “a bit like the CMO who doesn’t understand digital in two years time.

“Yes, you have to have a brand and a brand personality, so that hasn’t gone away, but marketers now talk in terms of lead factories, demand generation teams, and they have processes around aversion strategies. These are terms and ideas that people weren’t talking much about five years ago.”

Big challenges this year for marketers are having good integration between marketing teams and sales to capitalise on more leads; and to always look for new and better ways to analyse their data, including predictive data to have a better understanding of their ROI. These are challenges, but also opportunities and, with budgets on the rise, marketers have the scope to achieve these goals in 2015/16. 

The ‘B2B Marketing Outlook’ study is an annual survey by B2B marketing agency Greenhat exploring B2B marketing practice, intentions and direction. 455 marketing professionals participated in the survey this year. The full report is available free of charge for Pro Members of Marketing Advantage. Visit marketingmag.com.au/advantage.



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**Scott Thomson**

Senior manager, industry strategy APAC, Adobe

New world data analytics

Fast data trumps big data, writes **Scott Thomson**.

Business has fallen in love with big data, but the old world methods of data analytics have become a bottleneck for all that data offers. It is time to break into the new world analytics that actually begin to make the overwhelming amount of data being produced by enterprises useful to those who actually need it.

The time has come for the analysis of data, and even the data being analysed to be reassessed. While the explosion of big data has promised new insights into business, the pace at which it can be used is slowed by the application of old world analytics. Old world analytics is slow moving, potentially suffering from the subversion or exclusion of input data by siloed departments picking and choosing the data that suits their agenda best. It can experience hours, days or weeks of latency meaning that the insights, trends and analysis derived from old world analytics also tend to lag indicators of business decisions and can fail to provide meaningful insight into the future direction of the business.

The promise of big data has been to position it as a way to rectify the latency and lag that plague the old way of analysing. But the reality is big data is just as prone to subversion and further latency and has more in common with old world analytics models and further isolates business leaders from real time insights available in enterprise data. It's big data, but viewed through the same old lens.

THE THREE Vs OF BIG DATA – APPROACH WITH CARE

In 2001 Gartner coined the 'Three Vs', what they called Volume, Variety and Velocity – and they are still used as the primary reference on how data capacity is managed and what the constraints are. But there is nothing new about how or what they actually refer to. They are a great way to

sell lots of storage, computational power, advanced data analysis, data modelling tools and specialist data scientists. But, at the end of it all, what value is there?

The problem with the Three Vs is that they are set up to look for needles in a haystack, when in reality there are giant logs that lie across every business haystack, which we already understand well as analysts and business leaders. The big logs are the models that drive our businesses and big data is merely the latest name for a range of products that try to improve our understanding of these models.

FORGET THE Vs, BUSINESS NEEDS THE THREE Cs AND TO ASK ITSELF SIX QUESTIONS

Business leaders need to understand the complexities of big data, and that will lead them to ask the right questions and, in turn, choose the best analysis. The Three Cs are:

- ☀ Context: what are you collecting all this data for? What business problem are you solving?
- ☀ Comprehension: do you know what all your data means? Is it all properly tagged and able to be associated with other data sets?
- ☀ Collaboration: how can anyone else play with this without costing millions of dollars and can we easily associate data from other sources?

Once you understand these three complexities you can begin to assess your business and its needs against them.

- ☀ What industries or parts of your business make the most money?
- ☀ What models drive those industries and businesses? Do any models drive more than one industry or business? How much money are those models worth?
- ☀ What data do you need to build those models? Do you need raw data or rolled up data? Do you need identifiable data or will anonymous segments do?

You don't want to have to engage in a six- to 12-week big data technology discovery and delivery cycle to ask each data driven question.

- ☀ Who has the data you need to build those models? Will they allow you to use it?
 - ☀ How can you collaborate to get the data or segments? How much is it worth to you to get that data? What will you pay? How much will you make?
 - ☀ Finally, what tools, processes and skills do you need to put in place to use the data?
- You may find that you don't need a data processing program such as Hadoop, or even data scientists – you don't want to spend a lot of time and resources on hardware, consultants and technology.

Businesses can lose years of advantage working all that out. And you certainly don't want a more senior business leader coming around and saying, "What's all this kit for and who authorised it?" if you don't have clear business-driven answers to the question.

PUT THE BUSINESS FIRST

The model needs to be flipped on its head and, in looking at big data, businesses need to put the business first and not let technology drive the agenda.

In doing this you will most likely discover that what you really need is a way for business leaders to collaborate on disparate data sets with more focused application of data experts. You will want the ability to build and iterate on ad hoc queries quickly and you will want the ability to use your data insights and feedback success scores quickly to drive the success of your business.

What is far more valuable than big data is fast data, accessible data, actionable data and measurable data. This isn't just about the speed or accuracy of insights delivered; it is also about the accessibility of the insights to business leaders.


You don't want to have to engage in a six- to 12-week big data technology discovery and delivery cycle to ask each data driven question. Businesses simply can't afford to wait

days or weeks to get data insights to market and months more to find out if data driven initiatives are working.

New world data analytics first and foremost is a shift in thinking about how we manage data and who can access it. Data needs to be streamed into a real time pipe, from all sources including devices, CRM (customer relationship management), social and third parties, then made available to the parts of the business that need to use it. But the technology should support this approach, not drive it.

Slow data – such as product holding information, and geographic and demographic data – can also be loaded into the pipe at the data warehouse of an enterprise, which gives a total picture. With the help of algorithms, the business can then use real-time data as it needs. Obviously it's a little more complex than that, but it's a process that removes the lag for business.

The key is that new world analytics systems need to make the real-time data accessible, comprehensible and usable to business users with sandbox style ad hoc query and data visualisation tools. In doing so, they allow a business to scale efficiently beyond the size of a core team of data scientists and technical analysts. The data engine needs to be placed in the hands of the common business user in order for its true value to be realised.

In any industry, no matter how skilled and novel, there is always the inevitable maturity in process leading to greater accessibility and scalability. The era of new world data analytics is upon us and it is time to evolve or fall behind. 



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Campaign**Queen Elizabeth tribute to '100 Years of ANZAC'****Client****Carnival Cruises****Agency****April5**

Historic voyage

Background: Cunard is one of seven iconic Carnival Australia brands, which together accounted for more than 70 percent of the one million-plus Australians who took a cruise holiday in 2014.

With passenger numbers growing by an average 20 percent annually for the past 12 years, Australia is the fastest expanding cruise market in the world.

Cunard approached April5 early this year with a campaign to bring together Queen Elizabeth and a celebration of ANZAC.

The 2015 centenary of the ANZAC tradition provided the opportunity to engage the public in a respectful, relevant yet humbling activation, which would mark Cunard's long-standing association with Australian and New Zealand wartime campaigns, including Gallipoli.

Cunard's Queen Elizabeth cruise ship's tribute to '100 Years of ANZAC' activation provided the opportunity for the public to mark the occasion at ports and on-board during a six-week journey.

The voyage would begin in Auckland and Sydney, and end with

a poignant on-board service off the Gallipoli peninsula.

Cunard's proud 175-year maritime legacy is interwoven with Australia and New Zealand's military history. Since the Crimean War (1853 to 1856), Cunard ships have assisted Allied forces in times of warfare, including during World War I when 20 Cunard ships were lost.

Two Cunard ships – RMS Mauretania and RMS Aquitania – moved troops to the Mediterranean at the time of the Gallipoli expedition, with Aquitania then converted to a hospital ship, carrying 25,000 injured Allied troops back to the UK until early 1916.

Objectives: The activation had to be functional and transportable, enabling interactions with the public at both Auckland and Sydney ports, on-board during a journey halfway around the world and, finally, at the commemorative service off Anzac Cove in Turkey.

As this was such a significant historical event, April5 had to ensure relevance and respect was reinforced and adhered to for the entire journey.

It was essential to ensure all elements were managed with sensitivity and respect for all ANZACs and the leading political, military and community figures attending special morning memorial services led by Australian War Memorial director, Dr Brendan Nelson.

Strategy: To create an activation that captured Australians' and New Zealanders' attention and got them reflecting on the importance of the centenary of ANZAC required an appeal to their emotive sides in a simple, yet impactful way.

April5 together with Cunard came up with the idea to create a '100 Years of ANZAC' feature incorporating the poppies that are synonymous with ANZAC Day, and a permanent record of a Remembrance Book.

The centrepiece of the feature would be a two-metre high '100' structure, directly linking the activation to the upcoming centenary. It would provide an opportunity for the public to pay their respects in a tribute that would see their messages – recorded in the Remembrance Book – travel across the seas to the site where our ANZACs fell 100 years ago.

The tribute wall would be filled with 11,500 poppies donated by Australians and New Zealanders during Queen Elizabeth's calls to Auckland and Sydney as part of the cruise – with the number of flowers designed to represent the number of ANZACs killed during the campaign.

Adding a human element, two families of original ANZACS – one from Australia, one from New Zealand – were invited to join the voyage as custodians of the 11,500 poppies as they embarked on an emotional journey, retracing the footsteps of their ancestors.





As media partners, Cunard specifically chose MediaWorks NZ's then 7pm current affairs show *Campbell Live*, and Network 7 in Sydney. Both networks were interested in following the human story of the families travelling.

April5 had to devise a way to build the large 100 structure that had to be transportable, weather proof, light and impactful – with the ability to easily insert thousands of poppies and ensure they remained in place for the duration of the voyage.

Execution: Cunard's Queen Elizabeth embarked on its seven-week memorial journey to Gallipoli, starting in Auckland, New Zealand followed by Sydney and then onto the waters off the Gallipoli peninsula.

April5 managed the bump in and out of the '100 Years of ANZAC' feature, which was set up at Queens Wharf, Auckland and at Circular Quay, Sydney utilising the dramatic backdrop of the Queen Elizabeth ship.

In Auckland and Sydney, patrons near each Queen Elizabeth activation site were invited to pay tribute to their ANZAC heroes by placing a poppy on the '100 Years of ANZAC' feature, with the centrepiece the two-metre high polystyrene '100' structure to be filled with the poppies.

Made of polystyrene for both its light weight and ease of pinning in the poppies, the structure was painted black to gain both full colour impact when the red poppies were attached – and as a mark of respect reflecting the sombre occasion. A large Perspex box was added for further effect.

Visitors were invited to write personal messages in a Remembrance Book.

Supported by the RSA and Legacy, a suggested gold coin donation for each person paying their respects with a poppy was encouraged. All donations went to assisting returned service men and women in keeping the tradition of ANZAC alive.

Large plinths communicated the 'Journey of the Poppy' and gave relevance and context around the symbolism of the poppy, as well as the part Cunard played in the tribute.

Representatives of the two selected ancestral families, Herb and Marguerite Christophers of New Zealand, and Mark and Germaine Keys of Australia, made the journey representing both countries in the spirit of ANZAC.

It was the first time Herb and Mark had travelled to Gallipoli to visit the graves of family members who fought and died in the battle.

Herb's grandfather was one of four brothers who died in WWI, while Mark's great-grandfather also lost his life in the campaign.

Their emotional and powerful story around the journey generated awareness via mainstream media in New Zealand and Australia.

The '100 Years of ANZAC' feature and Remembrance Book formed the centrepiece of the Queen Elizabeth commemorative service on the eve of ANZAC Day when the Queen Elizabeth reached waters off the Gallipoli peninsula.

A selection of messages from the book were read at the service.

In addition to the television partnerships, Cunard's in-house PR, together with MG Media, distributed press releases to all mainstream media informing them of the story of the two families and the journey of the '100 Years of ANZAC' feature.

A special time-lapse video of the '100' journey from New Zealand to Sydney and finally Gallipoli was created to share across Cunard's

social media and was picked up by several news outlets.

Results: The overwhelming support from the public and media far exceeded expectations.

Campbell Live ran a back-story on Herb Christophers' remarkable family story.

The program attended the Auckland memorial service, met the couple off the ship in Istanbul, and travelled with them to visit Christophers' grandfather's grave.

The initial story caught the attention of media in NZ and, after a press release was sent out inviting them along, the Auckland event was attended by every mainstream media outlet in Auckland.


The Seven Network in Australia sent journalist Laurel Irving on the last leg of the seven-week cruise, where she reported on the journey of both couples as they got closer to Gallipoli.

A time-lapse video following the poppy wall journey was created to share on Cunard's social media to generate.

In addition to the human element, branded content about Cunard's role in wartime history delivered further media pick-up.

During the seven-week journey from Auckland to Gallipoli via Sydney, the campaign achieved:

- ★ more than 150 mainstream media clips
- ★ cumulative reach of 13 million
- ★ PR value of \$6 million
- ★ more than 14,000 video views
- ★ 12,000 average reach per Facebook post, and
- ★ donations of \$14,000 for RSA and Legacy

The Remembrance Book remains on permanent display in the library on-board the Queen Elizabeth in an enduring tribute to the memory of the ANZAC heroes. 

Working for Jack

Background: With an explosion of new craft whiskeys at one end of the shelf, and big spending competitors at the other, Jack Daniel's wanted a campaign to remind drinkers what makes the brand so special.

September has always been a key time of year for Jack Daniel's to talk to its heartland audience. September is Mr Jack Daniel's birthday (no one knows the exact date he was born, as his birth records were lost in a fire over 140 years ago), so the whole month presents an opportunity to both celebrate and reconnect with the brand's audience.

Objectives: The campaign's key objective was to up engagement among traditional whiskey drinkers and keep Jack firmly on the map. A secondary consideration was to make sure the idea punched above its weight, cutting through the clutter of an increasingly crowded category.

Strategy: We would use Jack's birthday month as a charm offensive to talk to the audience.

Digital and social media were by far the most cost-effective ways

Hundreds of people donated their time, skills or free materials in exchange for whiskey and a ticket to the event.

to do that, but a significant problem was the typical Jack Daniel's fan is an unpretentious, everyday bloke who sees right through advertising bull**t. We quickly realised the campaign would only be successful if it was shareable online, but founded in tangible simplicity.

The other notable thing about the core target audience is that they are down to earth doers, who like working with their hands, in sheds, out the back, restoring loud things with power tools. If we really wanted to get their attention we should follow suit.

And what better way to do that than by getting them to build the ultimate man cave dream – a living, breathing bar – in honour of Mr Jack Daniel's 164th birthday. And not just any bar, this would be a bar founded on a love of whiskey, where every contribution was paid for not in dollars but in Jack Daniel's.

We called it 'The bar that Jack built' – a campaign led by social, but with exactly the kind of real world substance that would appeal.

Campaign
'The Bar that Jack Built'
Brand
Jack Daniel's
Agencies
Arnold Furnace,
Red Guerilla

Focused on Jack's September birthday it would culminate in a grand opening party at the end of the month for everyone who helped make it happen.

Execution: In the lead-up to September Jack Daniel's put the word out on Facebook, introducing people to the concept of 'The bar that Jack built', with a call to arms for anyone who could help and didn't mind being paid in whiskey. It turned out quite a few people liked the sound of honest work for honest whiskey.

Painters, carpenters, electricians, welders, sheet metal workers, labourers, cabinetmakers, stonemasons, drivers, truck owners, sculptors, artists, fabricators, screen printers, builders, sign writers, spray painters, set builders, up-cyclers, chefs, bands, videographers and more, all got involved. Hundreds of people donated their time, skills or free materials in exchange for whiskey and a ticket to the event.

There were three main parts to the campaign: the collection, the construction and, of course, the celebration at the finished bar.

The collection

Following the first general shout-out for materials, we put more specific





47 CASE STUDY

posts on Facebook for wood, paint, tables, chairs, old doors, pallets, stone and lighting etc. It was a constantly evolving process with different donations coming in every day.

Despite the fact that this was essentially a volunteer project, Jack Daniel's was keen to ensure the production values matched that of the brand every step of the way, so we also did a shout-out for a special collection truck that would be the face of the collection, worthy of the Jack Daniel's name. We were inundated with responses as people offered beautiful vintage utes, flatbeds and trucks for the chance to get involved (and get some whiskey, of course). Finally we settled on a mint condition 1940s Chevy flatbed pick-up that came with a couple of drivers, for a case of Old Number 7. This was the first proof, if any were needed, of the brand's cachet and the appeal of the idea.

In order for the campaign to gather momentum as it developed, the entire process was being documented through Filmgraphics Entertainment (which, along with the agency, wasn't being paid in whiskey). However, in response to the initial shout-out we were also offered the services of another production company – Hired Gun Productions – which was keen to get involved and happy to take whiskey as payment.

This effectively meant we had a second production unit for free and were able to gather much more footage than we had anticipated, releasing more content, more often and using it to recruit more volunteers to the project.

One such company was Penrith Rubber Stamps, which offered to print the invitations to the opening night in exchange for an invitation itself, a bottle of Old Number 7 and a shout-out for the company on social media.

Another was Blue Phoenix Screenprinting, which printed the T-shirts that everyone who appeared on camera would wear. In a three-way pun, the shirts read 'I'm working for Jack', meaning 'I'm working for the Jack Daniel's brand', 'I'm working for whiskey' and 'I'm working for free'. True to form, they were printed for a bottle of whiskey, an invitation to the party and a thank-you plug for the company on Jack Daniel's Facebook page.

The construction

Despite the campaign being localised to the Sydney area, such was the enthusiasm to get involved, people drove from as far afield as Goulburn, Mudgee and Kempsey to take part. We had a host of professionals doing things like lighting, set design and welding off-site, but held one general workshop day in central Sydney where anyone could come down, lend a hand and get stuck in. We even crowdsourced a chef to keep the workers happy.

On this day we made general furniture from some of the things that had been collected during the previous two weeks – improvised tables, stools, chairs and lampstands etc. From a design aesthetic, it was important that the bar had a look and feel consistent with the Jack Daniel's brand rather than being just a collection of random donations and the pieces became self selecting as the bar took the form of an eclectic, contemporary drinking den.

We also engaged 10 professional artists with a brief to paint a portrait of Jack, which we would display in the bar on the night. Again these 10 portraits were done for a bottle of Jack each, such was the pull of the project and the brand.

The celebration

The event itself was held on the last Saturday in September at Sydney's Technology Park – an ex-foundry with


huge industrial presses and metal working machines from times gone by. It was the perfect fit for both our audience and the masculinity of the Jack Daniel's brand.

The party was the culmination of six weeks of hard work, enthusiasm, generosity and love of Jack, which resulted in the world's first crowd sourced bar. It was also testament to the reinvigoration of the brand among the audience. Everyone who had donated their time, skills or materials was there, including the entertainment for the night.

In addition to a professional radio presenter who emceed, three well-known bands had answered the call to come and play – in true rock and roll style for a case of whiskey each. The Fumes even flew down from Queensland under their own steam and donated a single from their upcoming album to be used as the soundtrack for the content film of the night.

Results: The campaign is documented on Jack Daniel's Facebook page and the comments from both participants and non-participants show how well it was received.

All in all, people donated \$178,000 worth of their time, materials and expertise. On top of that the campaign earned an additional \$84,500 in PR (on a budget of \$0). Engagement was also a key metric and 'The bar that Jack built' outperformed the previous year's campaign by over 260 percent. Not bad for 286 bottles of whiskey (or \$6356.96)

The campaign was recognised at the Reggies, the Award Awards and by global experiential awards program the Ex Awards, where it won for Best Single Market Event – Consumer. The idea has now been rolled out to other states. 

Bringing 'Do the NT' to life

Campaign
**'Do the NT' activations
and sponsorship**
Client
Tourism NT
Agency
Bastion EBA

Background: Tourism NT's long-held 'Do the NT' positioning had encouraged people to experience the territory by sharing inspiring imagery of the picturesque area. Previous campaigns had successfully imprinted images of the location's landscape into the minds of consumers and NT was looking for the next step.

Bastion EBA was engaged to activate NT's partnership opportunities, creating a series of campaigns to increase the likelihood of people visiting the area for work and recreation.

In a statement, Adam Giles, Chief Minister of the Northern Territory and Minister for Tourism, said the Country Liberals Government was looking to grow the territory's visitor economy to \$2.2 billion by 2020.

Objectives: NT had enjoyed increased visitation numbers of holidaymakers and was looking to increase the number of corporates visiting the area for business and conferences.

Corporate visitors to the region are likely to spend up to four times more than recreational travellers.

- ★ Specifically, NT was keen to:
 - ★ promote the territory as a corporate and leisure travel destination highlighting key points of difference
 - ★ communicate the benefits of visiting the area targeting 55-plus females who are holiday decision-makers looking to travel within Australia and are often researching and brokering travel arrangements, and
 - ★ attract the attention of families looking for a life changing or significant domestic holiday with a difference.

Strategy: Bastion EBA created a sponsorship plan to target corporates and educate the wider market regarding the territory's

versatility. The agency knew the way to reach the target markets would be to communicate the hidden benefits of the area; its comprehensive conference facilities and the wide range of activities available in the area, suitable for both young and old.

Having lived in the territory for six years, Bastion EBA director Michelle Cox knew that many people associate the area with visually stunning landscapes. It is high on people's lists of desirable places to visit, but the key is converting them to travel now.

Bastion EBA wanted to bring the experiences to life, so the sponsorship strategy was around communicating both the business amenities and adventure experiences available in the area.

Execution: 'Do the NT' – Outback Watering Hole activation

In 2014, Bastion EBA had successfully delivered a 'Taste of NT' to the fans of Melbourne Football Club, the Demons, bringing in real live territory 'locals' for Melburnians to meet. Crocodiles and camels





51 CASE STUDY

The pop-up pub provided a range of experiences unique to the NT, including local NT draught beer, crocodile salad, barramundi fish and chips, and a camel burger.

offered fans the opportunity to take selfies with the animals, and get a feel as if they were in the area.

In March 2015, Bastion EBA extended this activation, creating an Outback Watering Hole right in the middle of Sydney's business district at Martin Place.

The pop-up pub provided a range of experiences unique to the NT, including local NT draught beer, crocodile salad, barramundi fish and chips, and a camel burger. Visitors could 'pose' with camels and crocodiles and superimpose their image to share on social media.

A big screen showcasing the NT's 'virtual tourist' footage gave visitors a first-person feel of the area, supported by on the ground prizes and giveaways distributed throughout the activation.

Business Chicks partnership

Bastion EBA brokered a 12-month partnership with the fast-growing business networking group, Business Chicks, to communicate the assets Tourism NT has on offer to a different corporate audience, recognising that corporate visitors to the region are likely to spend up to four times more than recreational

travellers. So affluent, high-earning decision-makers were targeted in the partnership.

Bastion EBA has done a lot of work with Business Chicks, which has 35,000 highly astute, educated and impressive members, making it the right partnership to help reach key decision-makers in the corporate segment.

The partnership included targeted exposure to the membership at motivational speaker events, database communications, branding, advertising and signage, banner ads on the website, event tickets, workshops, tickets for their clients and VIP passes, as well as digital and social media activity.

The Bronzed Brolga garden

In March 2015, the Melbourne International Flower and Garden Show (MIFGS) attracted over 100,000 visitors over five days, from Victoria, interstate and New Zealand, making the event a great fit for NT's objectives.

Bastion EBA created the concept for 'Bronzed Brolga', a Tourism NT themed garden, based around the area's key attractions. The partnership included cooking demonstrations to showcase foods unique to the area.

On the day of opening, Bastion EBA's activation attracted the attention of Channel 7 news, which covered the installation. Visitors were additionally incentivised to share details with NT to enter a competition to win a trip to the area.

Results: Each campaign was measured overall in terms of numbers, and separately in lead and data capture. Fundamentally, it's about how many conferences, events and holidays are booked and how many more people visit the territory for business or a holiday.

A large element of this also includes B2B communication too, ensuring such operators had another tangible way for people to see, experience and touch their product.

On a local level, each campaign had sub-objectives around increasing visibility of the territory, increased awareness of the area's offerings, increasing the depth of understanding consumers have about the area and smaller things such as data capture, to continue the conversation after each campaign finishes.

'Do The NT' outback watering hole activation:


- ★ 2500 samples of NT Bitter distributed over two days
- ★ 300 meals served over two days
- ★ more than 1900 people engaged with the crocodiles and/or had photos taken
- ★ more than 1200 people engaged with the camels
- ★ 342 photos taken in the Polite in Public photo booth
- ★ more than 12,300 online impressions, and
- ★ more than 900,000 viewers reached through engaging social media ambassadors.

Business Chicks partnership

NT is at the beginning of a long-term partnership, which will increase the amount of people visiting the area, indicating it will be possible to review the increase of visitors after 12 to 24 months.

In 2015, Business Chicks is on track to launch over 70 new events and Tourism NT's partnership directly contributes to its target, working well for both parties.

Melbourne International Flower and Garden Show activation:

- ★ more than 100,000 visitors to the event over five days, and
- ★ show garden awarded Bronze Medal in the top category. 

Filthy tricksters

Campaign
'Radiant Return'
Client
PZ Cussons
Agency
DDB Melbourne

Background:

By the start of 2014, the outlook for Radiant, a former category leader, was at a crossroads. Competing in a category of eight brands, where consumers have very little brand loyalty and are conditioned to only buy at discount, Radiant was in a fierce race to stay in the game. Yet brand consideration, penetration and loyalty were all stuck in a negative slide. An 'ordinary' ad campaign wasn't going to cut it. The stakes couldn't have been higher. Radiant was fighting to survive.

Objectives: A planning overview concluded the following:

Detergent advertising is caught in a double bind. Nearly all of it is set in a laboratory or the laundry, it is highly rational, and no one likes it. Our research confirmed this: 'deathly boring', 'patronising to women',

The stakes couldn't have been higher. Radiant was fighting to survive.

'stale and predictable' were some of the kinder comments. Conversely, Radiant had attempted emotional advertising in the past, but had abandoned the effort.

One underdeveloped point of difference for the brand was a history of colour protection. The brand was launching its colour guard proposition with the promise of keeping colours newer for longer, a new formula and also a category first product called 'No Sort'.

We needed to move the conversation out of the laboratory and the laundry and into people's lives: to shift from category to culture. But this would not mean laddering to vague 'end-benefits'.

Strategy: Qualitative research dug up four powerful consumer insights:

Most people aren't interested in detergents, except as a means to an end. But everyone is interested in clothes. Detergents are really no more interesting than teapots, engine oil and remote controls: a means of delivery. Critical, but purely functional. Clothes, on the other hand, represent, arguably, the most powerful form of personal expression available.

People are most excited by their clothes at the moment of purchase. They get an adrenaline rush handing their card over: new clothes boost confidence internally, while externally people tend to comment, nearly always favourably, on fresh purchases.

People wish that their clothes could stay as clean, fresh and bright as they are at the moment





Radiant became the fastest growing laundry brand in the country – sales growth was up 27 percent.

@marketingmag

of purchase. A miracle proposition would be to keep clothes looking as good as the day they were bought. Consequently, how an item emerges from its first wash is a moment of high tension.

People are more interested in clothes keeping their colour than the narrative of stain removal. Removing stains is practically taken for granted; that is of limited value if the clothing fades, develops pilling, shrinks or in other ways becomes a tired, old garment before its time.

These insights formed the core of the brief. We condensed the thinking into:

- ★ The proposition: keep colours looking newer for longer.
- ★ Support: Radiant's launch of its 'Colour Guard' protection.

Execution: The creative breakthrough came when a copywriter discovered that most people have tried to return a garment after they have worn it. This seemed the perfect link between the brand and culture. What if we increased the stakes on how an item of clothing would perform after a first wash by seeing whether the store would accept it back?

The idea was 'Radiant Return': 13 genuine (ultimately successful) filmed attempts to return a used item of clothing, after extreme torture testing and washing with Radiant.

Creative development research

Researching such a bold and innovative approach was necessary to provide creative guidance, but, just as important, to reassure all parties that such an innovative approach would not backfire.

We need not have worried. Respondents were delighted by such a genuinely category breaking idea. They found it compelling even at concept stage.

The brand had not sacrificed product credentials in consumers' eyes: the rational messaging of colour protection was clear.

But what they loved most was the break with the dark ages of category advertising:

The judges of performance were unsuspecting retail workers, not actors posing as gushing housewives.

Maintaining bright colours was a welcome change from the tired old story of stain removal.

The medium was also the message. The middle-aged mums of the research groups endorsed the spectrum of social media outlined to them.

People also loved the creative contribution of cheekily 'getting one over the system' by returning a used garment.

The channel execution


To maximise engagement, we implemented a complex media strategy with multiple offline and online touch points. This included:

- ★ a campaign website www.radiantreturn.com.au
- ★ a Radiant YouTube channel
- ★ a 30-second TVC to generate broad reach and draw people online
- ★ standard and interactive banner ads leading to the content
- ★ targeted video and social seeding
- ★ Facebook: a combination of targeted posts and video ads
- ★ PR outreach based on statistics from our research into people's propensity to borrow and return clothes, and
- ★ social seeding with well-known 'mum' bloggers.

Results: Radiant became the fastest growing laundry brand in the country – sales growth was up 27 percent compared to the previous year throughout the campaign.

Household penetration for the brand has also reversed the negative trend with a 6.2 percent increase (year-on-year). In the first month alone, an estimated 81,800 new households had Radiant in their laundry.

The campaign also achieved the highest market share in five years.

Aside from that, as a direct campaign led by digital media, its greatest feat was the 400 percent increase in social engagement – 8.7 times above FMCG benchmarks, with 900,000 people watching one of the films in the first few weeks from launch. 

(niche:)
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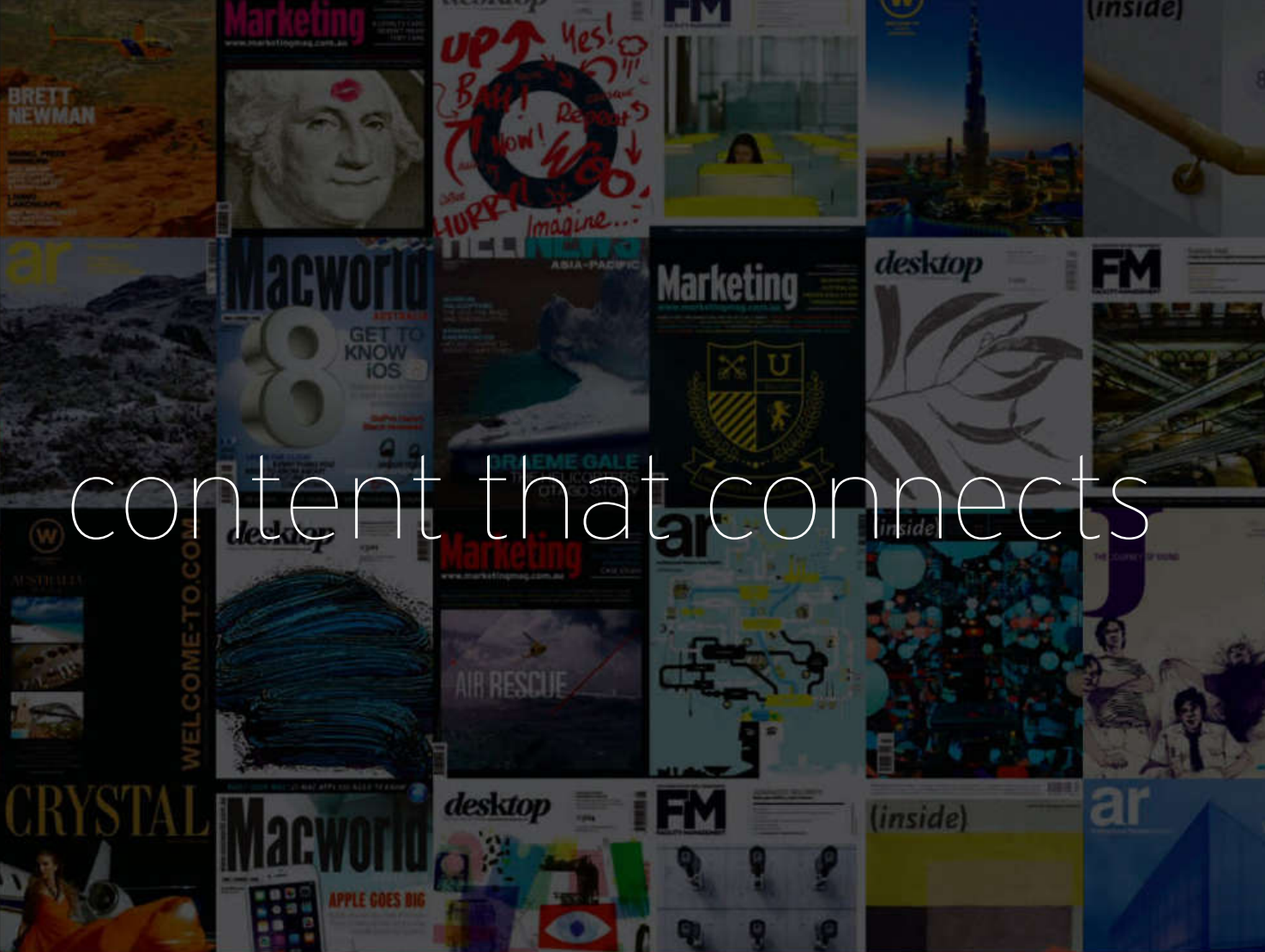
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Consume data rather than be consumed by it

Dr Linda Robinson warns that we must remember to view data and analytics simply as a tool to help address well-defined problems.



Dr Linda Robinson
Marketing lecturer,
RMIT University

On a recent holiday I was devastated to learn that, somewhere in London Heathrow, I had lost my faithful Fitbit. The device that had been securely attached to my wrist for the past 18 months was gone, and I no longer had a way to monitor how many minutes of precious sleep I enjoyed each night or compare the number of steps involved in a shopping trip to Selfridges to a wander around the British Museum. The despair I felt was enlightening. I had become so consumed with measuring my activity each day, but that was all I was doing; I wasn't actually consuming the data. Without my Fitbit I took the same number of stairs and walked the same distance, just without the digital commentary on my wrist. The previous 18 months of constant activity data had encouraged me to form some better habits, but without the internal motivation to actually engage in physical activity each day the Fitbit wasn't going to make me a healthier person just by having it on my wrist.

This is the same message I deliver to my marketing research classes each semester: data and analytics are tools that can help marketers make decisions with less risk and uncertainty. They should not, however, be the driving force of your research or decision-making. Data and analytics

by themselves cannot ensure the success of a marketing campaign, no more than a Fitbit can ensure you complete that half-marathon you signed up for.

This is not to say data is not important – very important – to marketers. Data allows marketers to measure variables more effectively. It allows us to better predict the promotion consumers will respond best to, or what web page layout will motivate a customer to buy our product. Data allows us to make better predictions, and better predictions lead to better outcomes. But before rushing to acquire more data, we must make sure we know why we are collecting the data and how it will be used. In the midst of acquiring, analysing data and creating infographics, it is very easy to lose sight of the problem driving the research. He may not have been thinking of marketing research, but Albert Einstein encapsulated the challenge perfectly: “The formulation of a problem is often more essential than its solution.”

Thus, data and analytics should be purpose-led, a tool that will inform the solution to a well-defined problem.

This message should be nothing new. The industry is well-versed in the promise of big data and predictive analytics, with examples such as Target's pregnancy prediction model now standard practice. The buzzword 'Big Data' itself is virtually passé, and today many firms have business intelligence strategies in place, with data scientists delivering the right information to the right people at the right time. So why are we still talking about data, big data and analytics? Gary Marcus and Ernest Davis in their *New York Times* article, 'Eight (No, Nine!) Problems With Big Data', illustrate why the conversation is ongoing. Big data and analytics need to be seen as resources and tools, not a 'silver bullet' solution, and we should be pragmatic about what they can – and can't – do. The prevailing message is that we need to be smarter about how we use data and interpret the analytics while recognising the limitations.

Thus, data and analytics should be purpose-led, a tool that will inform the solution to a well-defined problem.

With so much data available to marketers today, we must be careful not to die of thirst in the middle of the ocean.

One example of the smarter use of data is New York City's Mayor's Office of Data Analytics (MODA). The success of MODA is being put forward as evidence that a similar approach could benefit other global cities such as London. Created by former NYC Mayor Michael Bloomberg, who wanted to prove that the data-driven analytics techniques used by the financial sector could be used to enhance city management, MODA aggregates and analyses data from across city departments to more effectively address crime, public safety and quality of life issues.

A chief example of the potential for purpose-driven analytics in city management is NYC's fire prevention model. Veteran fire-fighters instinctively know what criteria to look for in determining a dangerous building. They know what variables are most frequently correlated with serious fires, and previous iterations of the city's fire risk model utilised focus group discussions to weight these variables. MODA, however, could complement the gut instinct of these fire-fighters with datasets from other departments (age of the building, type of business etc) and data from actual fires to better calculate the relative importance of each variable. The result was a data-driven model able to predict the buildings most at risk of a dangerous fire with far greater accuracy.

The practical implications for this analytical modelling are immense, such as the immediate benefit to public safety when the most dangerous building can be prioritised for inspection. The success of this approach was clear: using the old modelling approach, the first 25 percent of inspections revealed 21 percent of the most severe fire code violations. The MODA model, however, resulted in the first 25 percent of inspections uncovering 71 percent of the most severe fire code violations.

Much like Brad Pitt's character in the movie *Moneyball* used evidence-based data analytics to

assemble a competitive baseball team, Super Rugby team the NSW Waratahs use big data to not only make player selections, but importantly to predict and prevent injuries. With over 9000 data points collected in a single game, and similar numbers from each training session, the Waratahs are able to model the workload of each player. Such information can be delivered to strength and conditioning coaches in order to prescribe individual training programs and, when combined with a medical screening database, player workload data can be imputed into predictive models to ascertain each player's injury risk profile.

Simply put: New York City used data more smartly to model fire risk, and the NSW Waratahs use data more smartly to tailor injury-prevention training programs for each individual. Both of these examples use passive and active data in their predictive modelling, and both require interventions and actions to achieve their purpose. By itself, the use of big data and analytics will not prevent fires in New York City nor stop a rugby player from sustaining an injury; rather they are tools for the fire inspectors and rugby coaches to use, just as a Fitbit is a tool for me to use in monitoring my daily activity.

Becoming seduced into measuring everything can create blind spots for marketers and take up valuable time, so much so that we may miss an opportunity to create a marketing campaign that would deliver exceptional value to our customers. With so much data available to marketers today, we must be careful not to die of thirst in the middle of the ocean. View data and analytics simply as a tool to help address a well-defined problem. Learn to consume data rather than be consumed by it, and use analytics to illuminate the path you want to be on rather than wander blindly looking for a solution. **1**

"He uses statistics as a drunken man uses lampposts – for support rather than for illumination."

– Andrew Lang

Dr Linda Robinson is a marketing lecturer at RMIT University where she aims to inspire in her students an appreciation for marketing research. While her research interests are primarily centred on services and social marketing, she has a special interest in marketing education and graduate employability.



RMIT University is a Marketing content partner – collaborations with leading organisations on content for the magazine (like this article) as well as exclusive benefits for Marketing Advantage Members. Visit marketingmag.com.au/advantage.

**Jac Phillips**

Head of brand and marketing,
Bank of Melbourne

How I measure performance

Jac Phillips writes on the interrelation between people, culture and performance.

How did you go? How do you know?

The answer can only be determined based on what success measures were agreed upon at the start. Simple? Yes, in theory, but often not in practice.

When I think 'high performance' in my role as head of marketing, I see three key areas that have a direct impact and which we measure:

- ✱ the business outcomes
- ✱ the people – greatest organisational asset, and
- ✱ the culture – formed by the leaders of the business.

Here are some tips for how I have learned to effectively and efficiently measure performance of both me as a marketing leader and my marketing team.

Measuring the business outcomes – you can't know what you don't know

Start by asking the most important question: what does the overall business need to achieve? If you are clear on the organisational priorities that require focus, then you have a clear definition of what success looks like for the overall business.

As a critical business function, the marketing team's performance needs to relate directly back to these priorities and should be agreed upfront by the senior most leaders in the organisation.

At the commencement of each new year, ideally the chief executive/GM or director of the overall business together with the head of marketing need to confirm the key performance indicators for the marketing team.

These should be split into short-term and longer-term measurements:

- ✱ Short-term may address share of voice based on the media buy, digital metrics, specific campaign targets, customer acquisition, cross-sell, up-sell or NPS.
- ✱ Longer-term may address the building of brand health, increasing brand awareness, brand consideration or customer satisfaction.

Written down, signed off. I call it our 'daily purpose framework' and, from this point, marketing now has meaningful performance measures to devise its strategic and executional plan. Within the plan, metrics or targets should be applied to each of the initiatives and you're ready to be accountable.

Ask me about our performance at any time

Well-known management consultant and author Peter Drucker once said: "What gets measured, gets managed," so it is important we measure what really matters.

In large corporates and complex businesses (or those leading who

make it complex!), it is easy to get caught up in trying to evaluate everything – share of voice, specific elements of a campaign at different times of its duration, all competitor activity, customer feedback, employee feedback and so on – all of it interesting, only some of it necessary.

You could spend all day measuring, so be clear on how your organisation makes a profit, and then ensure your measures (are motivating) and your marketing programs contribute to the growth.

The next step is to get the outcomes of your measurement into a report that is updated and communicated consistently. We have a marketing dashboard, which is as visually interesting as it is intellectually interesting.

We have one person in the team responsible every week for updating and socialising the dashboard – she gets input from a variety of sources (her team colleagues who sit next to her, electronic sales data or group generated brand health reports etc) and when the dashboard is emailed out to the team, a brief commentary accompanies it.

Every fortnight when we host our marketing team meetings, we also spend some time reviewing the dashboard and discussing performance. Everyone in the marketing team is informed, everyone

in the marketing team is responsible and everyone is very clear about their purpose in contributing to the organisation's performance.

Measuring the people – more words than numbers

I recall a role I held as a mid-level marketing manager some years ago in which I never really understood what success meant for the organisation I was employed by. Instead we were guided by 'it can't cost much' and 'it needs to be creative'.

Maybe it was a communication issue but, on reflection, I am quite sure my leaders didn't have much of an idea of what we should have been measuring either and as a result we weren't particularly focused on performance related to any business priorities. Instead, we became good at scrimping!

What a waste – the team as I remember back then were all capable and creative marketers who wanted to do the right thing: succeed. We were held back because of a lack of leadership.

I take full responsibility for the performance of my team – I hired most of them (inherited a few beauties too!) and it is my main priority every day to ensure each of these individuals is very clear on what we need to achieve – individually and as a collective, and it is my focus to ensure as a team we demonstrate impressive professional behaviours by which we operate and for which we have become known.

"Example is not the main thing in influencing others, it is the only thing," said theologian and philosopher, Albert Schweitzer.

At the start of each year (or as new team members are hired) together we create each of their individual performance plans. Aligned to their area of responsibility, skills and experience, we are

clear on what success looks like for that individual (and how their part contributes to the overall sum of parts) and we discuss their achievements (as well as challenges and areas of development) formally twice a year and less formally in fortnightly one-on-ones. My most favoured meetings. We learn a lot in these discussions.

I know my team very well. I can tell you what they each individually love to do inside and outside of work, what makes them laugh, what excites them. I have a good understanding of what motivates and engages them professionally. I know their strengths and I know their areas of development and together we work hard every day to get the best results.

It isn't hard for me to ensure they have everything they need to do their job exceptionally well.

It isn't hard for me to back them every step of the way, because I helped to set their performance measurement so, like me, they are very clear on what it is we need to achieve. The better you can understand your employees personally, the more effectively you can influence them professionally.

You don't have to be a psychologist, though I think a good leader has to be interested in wanting to bring out the best in people.

A person who sees it as an investment in getting to know their people is ultimately investing in insight and that can give you an advantage when it comes to improved performance.

Measuring the culture

Culture is always a reflection of the leadership, and while there are many ways to measure a company culture, I tend to use the simple rule of thumb: talented people will stay in your business if they are inspired and engaged. They probably won't stay forever and nor should they be

encouraged to. But if you can retain consistently high performers for up to three years, then chances are you have a culture that has a competitive advantage.

I had the fortunate experience of meeting a corporate anthropologist recently, Michael Henderson, who told me, "A culture in action is a performance and either reinforces and delivers your brand promise, or makes a liar of that promise."

This resonated with me.


"If you are seen to be more creative and empathetic in your responses to customer needs, you will delight them," he added.

Empowering your people to make smart decisions, creating an environment that hasn't lost perspective – e.g. has a sense of humour – coupled with everyone having a sense of accountability are some of the factors needed for a high performance culture.

As a leader, are you creating alignment between business processes and behaviours, and the type of culture you want?

Given we are all striving to create and develop brands that have an emotional affinity and connection to our customers (as well as to employees) it is important we understand how people feel about our organisations. Those brands that create a combination of expectations in customers' minds require a culture that can deliver (and delight) on those promises.

It's no surprise that people, culture and performance are interrelated. You can't achieve high performance if all three aren't a priority, and you don't really know how you're tracking if you aren't measuring each separately.

The real proof of your success of course will be the results achieved by the overall business – the priorities of which you in marketing were involved in setting. 

Measuring performance

Michael Valos canvasses leading marketers about the ongoing challenge of measuring marketing performance.



Michael Valos

Dr Michael Valos is senior lecturer at Deakin University and chair of Marketing's industry advisory board.
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This article is from a series that attempts to highlight issues marketers need to address to achieve more influence in the C-suite. The contents of the article are intended to aid marketers in addressing a common criticism levelled at marketing, which is that it is an intangible discipline that doesn't always show value, compared to the allegedly more 'tangible and value producing' functions such as production accounting and finance.

This article comprises senior executive insights into dealing with this challenge as well as drawing upon a number of studies and articles over the years that have attempted to get to the heart of the issue. The issue of social media and digital marketing is a further consideration. It would appear to add complexity to the already problematic measurement issue.

One school of thought is that social media and digital footprints of customers – in cyberspace in conjunction with sophisticated databases and marketing analytics – provides more tangible correlations between marketing initiatives and desirable consumer behaviours. However, another school of thought

is that interactions within social media platforms are particularly difficult to correlate with positive consumer outcomes and, as a result, some marketers are finding it harder to make the business case for social media relative to traditional media.

What is the best way to measure marketing performance?

Customer acquisition versus customer retention approaches

Sifat Bhatia, marketing director, Western Union Business Solutions, describes the alignment within the marketing performance measurement approach of Western Union. It reflects the ideal that strategic and tactical measures are integrated and support each other. "At Western Union, the marketing team's KPIs and goals are tied to the company revenue objectives. Every activity is measured to determine the direct or influenced impact on revenue."

Another aspect of the Western Union approach is your ability to reconcile different objectives.

"For new customer acquisition, metrics include tracking the number of qualified new leads

“The greatest barrier to creating effective marketing metrics and ensuring they are achieved is in getting alignment and commitment to the agreed goals. – Mike Harley”

and the conversion rate of leads to customers,” says Bhatia.

“The impact of lead nurturing activities can be measured by tracking improvement in the length of the sales cycle. From a customer retention and loyalty perspective, measures include NPS, the number of customer referrals, incremental revenue generated during a campaign period, year on year customer growth and customer engagement through email open and click-through rates.”

Sharing accountability for performance measurement

Scott Gunther, national manager, customer and partner experience, IAG Commercial Insurance, introduces the idea of comparison with previous performance as a basis to develop learnings that inform future expenditures and initiatives.

“The best way to measure marketing ROI is to ensure you understand the prior period performance and use that as your baseline. We then set KPI targets for each initiative, and continually compare performance to prior periods to see uplift. It’s a joint accountability of our strategic and channel marketing functions, and our customer and sales analytics functions.”

Another aspect of this approach is involvement of strategic and tactical functions. This facilitates appropriate goal setting and a more sophisticated understanding of deviations from performance measures when they occur. If conducted in the right way, it allows buy-in and acceptance of key stakeholders.

Educating the C-suite to facilitate execution and performance measurement

“The core responsibility of marketing is to grow brand equity for the

Further resources **Marketing performance measurement as seen over time**

2005

<https://hbr.org/2005/06/dont-blame-the-metrics>

Clancy and Stone cite a CMO Council study where 80 percent of senior marketers were dissatisfied with their ability to measure marketing ROI. I would have liked a comparative figure from the CEOs of the same companies, as they are the ones that have power over marketing and ultimately judge the quality of the marketing performance.

2007

<http://mopartners.com/marketers-losing-ground-measuring-marketing-performance>

This study took a wider perspective than the 2005 study in that it addressed the perception of other functional areas and highlighted the lack of performance measure credibility to satisfy other members of the C team. Demonstrating measurable return on marketing was seen as elusive, and the implications of this meant a lack of alignment to the rest of the business.

2009

http://www.mckinsey.com/insights/marketing_sales/measuring_marketing_mckinsey_global_survey_results

This article highlighted the problem of companies not even clearly defining marketing spending across the entire company, in addition to not readily reviewing expenditure results. Historical budget setting was far more commonly used than the learning from recent campaigns. In terms of industry sector they found business to consumer was more sophisticated than business to business marketing.

2012

http://www.mckinsey.com/insights/marketing_sales/measuring_marketings_worth

This paper highlights the incredibly dynamic environments faced by marketers, which creates difficulty for the measurement of marketing performance. In contrast to the previous article, it highlights the extent of the problem. The article raises some questions marketers need to ask to address the issue. It also looks at measurement methodologies such as econometrics to help isolate the impact of marketing activities on marketing outcomes.

organisation,” says Mike Harley, managing director, XPotential Australia New Zealand.

Harley has wide experience in senior marketing director roles and currently provides services to a number of blue chip companies. This gives him a global perspective on the topic. His comment reinforces other comments about the need for alignment and stakeholder buy-in.

“While there is no one best measure of marketing effectiveness, by establishing with the board and CEO the brand’s role in delivering the organisation’s strategy, and from this how marketing effectiveness will be measured, we can ensure that the marketing team’s objectives and activities are aligned with the rest of the business and create value.”

People process and technology

The increasing role of marketing technology is highlighted by Mitchell Mackey, marketing director, Ansell. However, to leverage the types of technology highlighted by Mackey, development of processes, culture and skills is necessary.

“If you are operating in a B2B environment, you will need an integrated front-end business technology platform supported by engaged people and aligned processes.

“This means a CRM platform married with a marketing automation tool, an enterprise-grade website content management solution and a sophisticated, business-driven analytics application.

“Ideally, your CRM is also fully integrated with your ERP system, enabling you to understand what’s happening with your recurring revenue. Without these tools, plus the right people and the processes, you cannot effectively measure your contribution to the business in these terms.”

Lessons can still be drawn from Mackey’s insight for B2C marketers.

What are the major challenges that hinder the measurement of marketing performance?

Diversity of stakeholders and customer touch points

“The greatest barrier to creating effective marketing metrics and

ensuring they are achieved is in getting alignment and commitment to the agreed goals, both within the marketing team and its partners, as well as across other functions in the business,” says XPotential’s Mike Harley.

“This has become more difficult given the multitude of engagement touch points with customers, often through areas of the business where marketing is not in direct control and the complexity of external partnerships in place to deliver brand building activities, often with competing objectives.” While these challenges appear daunting, the flipside is that if you address these issues you achieve a competitive advantage of effectively measuring your marketing budget and initiatives.

A measurement culture is a disciplined culture

“There shouldn’t ever be any hindrance to measuring marketing ROI – it’s got to be part of your discipline and DNA,” says IAG’s Scott Gunther. “But the results don’t always have to be quantifiable; they can be qualitative too. Likewise they can be direct and indirect returns. Getting this discipline across all marketing stakeholders in your team is key.”

Gunther builds on Harley’s point regarding the importance as well as the difficulty of achieving marketing performance measurement culture.

Cross-functional collaboration in developing and implementing performance measurement

According to Western Union’s Sifat Bhatia, “A major roadblock can be lack of collaboration, alignment and communication between functions like marketing, sales and finance. The finance team or a similar function can be very helpful in creating the right measures, especially in cases where it is

“**Ideally, your CRM is also fully integrated with your ERP system, enabling you to understand what’s happening with your recurring revenue. Without these tools, plus the right people and the processes, you cannot effectively measure your contribution to the business in these terms. — Mitchell Mackey**

Checklist

Mitchell Mackey, marketing director at Ansell, provides a checklist of the speedbumps in culture, structure, leadership, processes and technology that can limit successful marketing performance measurement:

- 1 poor leadership
- 2 a failure to give more than lip service to the reality that the customer experience is the decisive differentiator and is, in reality, the new marketing
- 3 limited vision
- 4 ineffectual change management
- 5 traditional IT
- 6 business abdicating to IT
- 7 conventional sales and marketing misalignment
- 8 siloed organisational structures, and
- 9 an IT-driven approach to analytics generating reports minus the actionable insights.

hard to track the direct impact of marketing on revenue.

"In addition, there can also be a lack of clarity and transparency around why an initiative is being rolled out, what is being measured and how it impacts the overall business." As mentioned earlier, the latter point affects buy-in.

In summary

The role of context in measuring marketing performance

In examining marketing performance measures, the issue is how general or universal performance measures can be within the marketing discipline. Even a measure such as market share can be misleading; e.g. high market share of low value customers versus low market share of high value customers? Which is more profitable? Which segment leads to more cross-selling opportunities? Bhatia raises the issue of context. "Different metrics can be used depending on the type of organisation and activities. Whichever metrics are selected, however, it is important to ensure that they support the key goals and have a strong focus on ROI." In other words, the most appropriate measures are a function of many things, including industry sector and product category, source of differentiation, category dominance and stage of product life-cycle etc.

The disconnection between job descriptions and the essence of marketing

Chris Khor, managing director of Chorus Executive, provides another perspective on this discussion. Being a senior marketer recruiter, she needs to reconcile how organisations specify marketing roles with the capabilities and traits of candidates.

She identifies an inconsistency in terms of how companies are


asking for innovative, strategic and creative marketers; however, their position descriptions focus sometimes solely on financial metrics. While achievement of budget, forecast and market share growth are critical measures of success, it leaves little room for creativity or innovation.

"Forward-thinking companies are starting to include a metric for failure, understanding that without the acceptance of failure, true innovation cannot occur," she says, reminding us of the question, 'Is marketing art or science?'

Maybe marketing needs less metrics, and performance evaluation should focus on big picture outcomes and innovative breakthroughs? To use an AFL analogy: a side can lose the tackle count, but win the game. Success is really about outcomes.

Do other members of the C-suite really appreciate what type of measures lead to marketing outcomes? Do they need education on the tactical measures or do they need to be educated that strategic outcomes can be achieved without too great a focus on tactical metrics

As I said at the outset, measuring marketing performance has always been contentious and unfortunately there are some marketers at one end of the continuum who force-fit quantitative metrics onto marketing relationships that are too complex to be accurately quantified or, alternatively, are one of those marketers who ignore any attempt to deduce correlations between marketing initiatives and consumer attitudes and behaviours.

I suggest the marketers that are somewhere between will outperform them in the long run and make wiser budgeting decisions, in addition to proving the value of marketing to their organisation's C-suite peers. 

Beyond demography

Demographics were the best we had, writes **Steve Sammartino**. It's time to move on.



Steve Sammartino

Steve has been involved in the marketing and communications arena for over 15 years. His entrepreneurial ventures include Rentoid.com, an air-powered car made of Lego, and Aussie automotive start-up Tomcar. His blog startupblog.wordpress.com is one of Australia's most followed business blogs. His book *The Great Fragmentation: And Why the Future of All Business is Small* is out now through Wiley.

If you entered the marketing game any time before the past 10 years then there is no doubt that you were brought up on a heavy diet of demographic targeting. Or let's call it the statistical art of putting people into behavioural buckets. We were convinced that people who fell into certain behaviour buckets were highly likely to behave the same way. And by behaviour, we literally mean 'buy behaviour'. These people, defined this way, buy this stuff.

Yep, these all knowing, all predicting human clusters told the marketers who their key target markets would be, and for a very long time it was true. Demographic clusters like gender, age, income, education, ethnicity, location, language spoken, mobility, home ownerships and employment status did tell us a great deal. They provided a pretty good indication of what people might do and, more importantly, consume. It was the best marketing tool we had, the weapon that defined 'strategic marketing' in the post World War II mass media era. The media loved the idea of demographics so much that they invented little pet names for different groups to define them in neat little

saleable clusters: the Baby Boomers, Generation X, the Sea Changers etc. This was all designed to simplify the product development and media selling process. Both of which served each other, and helped along the factory ethic of 'one size fits all' demographic by demographic.

But here's a question worth asking in a fragmented media era:

Did mass media serve the demographics, or shape them?

Before we answer that question, let's wind the world back a few short years to a time before the internet exploded and the media world was limited to the mass genres. I'm talking about a time when we had the box in the corner of the living room, a radio in a teenager's bedroom, the broadsheet newspaper in the office lunchroom and the women's magazines on a coffee table. And from thinking back to a world when our media choices were so limited, we can then ask a few more questions:

Did young families really like watching sitcoms between 7.30 and 9.30, or did young families tolerate sitcoms because that's what was on every TV channel available?

Did teenagers like the top 40 pop music on the radio, or did teenagers

learn to like top 40 songs because that's what was available in the 50 years before the internet?

Did stay home mothers really want to stay at home and be good homemakers, or did the glossy magazines espouse the virtues of this life?

Was mass media a reflector or a director? Well, it seems it was the director. If it reflected our reality, we simply wouldn't be blessed with the infinite choices of media content we have today. We'd all be watching more of the same shows, listening to more of the same music and reading more of the same material. Instead we've now been blessed with infinite options for our content hungry eyeballs.

Yes, TV and demographic groups both still exist, but they've both fragmented to such an extent

that they are barely recognisable. It turns out that our interests are far more diverse than the old world gatekeepers, or should I say, taste-makers, ever gave us credit for. The taste-makers have lost their easily targeted demographic monocultures.

Let's take the teenager as a classic demographic from the mass marketing era. How would you define a teenager today? What do teenagers like in a world of infinite content, global connection, pricing transparency and high disposable income? How is their behaviour different from the pre-internet generation? Defining a teenager demographically is extremely easy. Yet, marketing towards them as a singular cohort is a fool's errand. Teenagers today are as differentiated as Baby Boomers are from Generation Y.

Teenagers who live in the same location, go to the same school, with the same ethnic origin, with similar household incomes can fall into any number of sub groups: Goths, ravers, jocks, geeks, surfers, hipsters, emos, gamers... you name it. And the people they hang out with are likely to be into the same things, yet potentially come from entirely different demographic groups. Head down to any co-working space and you'll see what I'm talking about. You'll find 'geeks' of all ages, income and education type in the same space, and all into the same stuff, start-ups and technology – and deep in the mix will be a bunch of teenagers. While we can group these people, we can't group them demographically.

This is what marketers forget: demographics only ever represented a proxy of what could be. It was the best method available at a time when it was far more difficult to make direct connections with people based on actual interests, desires and needs. But it didn't mean that

the demographic profile was an accurate measure of those with whom marketers wanted to engage. But now we can finally go one step better than demographics and into a world where we can find exactly who we are looking for. And it's about time marketers did this. But how?


Here's a hint: unless you're selling a very age specific product – nappies and funerals come to mind – it's best to leave demographic guesswork behind. What we must do instead is follow the data the digital world provides. And the best data we can find these days is when the social and interest graphs intersect.

The social graph is the connections we have made in a digital world. The network of people who want to connect, but previously may have not been able to find each other when our main constraint to human connection was physical geography. The interest graph is the online representation of the stuff we really care about. It is what we do, support and desire and so it forms a genuine identity, rather than a proxy of potential. It goes deeper than past

activity ever could because it also tells the story not just of what we did, but what we want to do.

Think about a Pinterest board you own, an Instagram account you follow or a specific Facebook group you're part of. They are not just what happened, they are also what we desire. It gets interesting for marketers when the social and interest graphs intersect. This is where the gold lies today. When we overlay how people connect and the topics they connect across, it creates a set of intentions and value systems, which have much more robustness than a demographic group ever could. When we find a group who care about what we are selling, and we make a direct connection, this removes the wastage of buying attention based on demographics and hope.

It does mean that we'll need to do more analysis to find an audience. It does mean that our customers may be in smaller groups and widely distributed across a variety of digital platforms. And it does mean that we'll need to work harder to find the people who care about what we sell. But, most of all, it means we won't have the wastage that goes with old school mass media audience purchasing around demographics that hopes the right people are watching.

With the advent of social and interest graphs marketers can finally remove the luck that goes with interruption marketing in mass media forums. Instead they can interact, facilitate and even create interest groups of similar souls. And if marketers are nice, collaborative and helpful in these forums, most people will welcome them into their cohort. But mostly when we really connect with an audience based on interests and actions, we may just find out that the people our brand interacts with are not who we expected. 

“ Now we can finally go one step better than demographics and into a world where we can find exactly who we are looking for. ”

Brands versus publishers

Sérgio Brodsky entrenches himself in the battleground for a trusted voice and profitable business and finds nothing is quiet on the content front.

Forget about Bitcoin or China's Renminbi! The true contender to becoming the new global currency is online (written or audiovisual) content. If you're after free finance insights and news by industry thought-leaders, just go to BlueNotes, ANZ's newsroom. When it comes to health, Bupa recently launched The Blue Room. Finally, if you want to become a better marketer... well, keep reading this article, but feel free to also check Adobe's excellent outlet, CMO.com!

Just as for every consumer there is a market, for every pain or passion point there seems to be a free digital resource to educate, inform, inspire or entertain. Beyond generating leads, sales and increasing referral traffic on their websites, content marketing has become the hottest strategy to capturing (existing or new) audiences' attention. Why? Simply because it's no longer just

about whether a person likes a product or a service; it's about whether consumers like a brand's opinion, as reported by a recent research conducted by Qualtrics, a leading digital insights platform.

When Red Bull launched its Media House in 2007 in Austria, it became one of the first brands to create multiple channels all capable of engaging its target audience in an ongoing conversation. Now, it works with a global network of correspondents in some 160 countries and develops online media, print, TV, mobile, music, games and movies. Its newest film, *Streif: One Hell of a Ride*, will be released internationally this year. Airbnb's *Pineapple* print magazine is more than 120 pages long and distributed by the company's global hosts, as well as bookstores and newsstands.

Uber's *Momentum* magazine is packed with interviews, health tips and city-specific events.

Casper, a US mattress company, has recently made the transition from consumer brand to full-fledged media outlet covering everything about the culture of sleep. Its digital magazine *Van Winkle's* features stories on everything from sleep deprivation to what it's like spending a night at Florida's new Legoland Hotel.

Brands are asking: why should we buy media if we can create our own?

"Large brands like GE and IBM are publishing more content per week now than *Time* magazine did in its heyday," says Rebecca Lieb, VP of content marketing for analytics and integrated marketing company Teradata Applications.

Even Qualtrics has its own content arm, Data Freaks, that highlights some of the most impactful stories people have discovered using its tool.

Therefore, if content has become the most sought after currency (or bait) produced by brands in exchange for a transaction, when it comes to the 'traditional' publishers – newspapers, magazines, TV, news websites and radio – how are they future-proofing their business models against this new commoditising reality? Is the

“If Nike launches a digital TV channel, will viewers cancel their Foxtel subscriptions?”



Sérgio Brodsky is an internationally experienced brand marketing professional having worked for some of the world's greatest strategic communications agencies. Sérgio is a proven thought-leader, speaking at industry events, lecturing and regularly being published worldwide. He is passionate about cities and culture, and the role of brands and technology in society. Sérgio is multilingual and holds a BA in IP law and an MBA in global brand strategy and innovation. Follow him on Twitter: @brandKzar.

perception of investigative, unbiased and trusted content enough to keep traditional publishers managing business as usual? If not, what are they offering beyond content to monetise on their respective brands?

Ouch!

Yes, it is a really tough question that puts content in a very delicate context. For proper analysis and comprehension of the situation, I have asked a few brave publishers to share their perspectives on how they've stood up to the challenge. Below are their answers.

Andrew Holden, editor-in-chief for *The Age*, says: "For starters I don't agree that content is simply the bait, but then I would say that as a journalist! Fairfax has a range of initiatives that capitalise on the

size and the loyalty of our audience. The most obvious are events: our Night Noodle Markets have been extraordinarily successful, with Melbourne having attracted 563,000 last year, a national record.

"Our credibility and expertise in content creation is used effectively in native advertising, particularly through Brand Discover. The size of our digital audience means we can direct that to the benefit of highly commercial sites, the most notable being Domain. And we use our customer relationship to offer (with ongoing commercial benefit) added extras, such as subscriptions to Stan (our streaming partnership with Channel Nine) or *The New York Times*."

Campbell Reid, group director of editorial, News Corp Australia, believes trust, expertise and experience sets traditional media owners apart and uniquely positions them to support brands wanting to craft an editorial voice.

"I do not agree with the premise that journalism has been commoditised to become transactional bait. Branded or corporately produced content has its place. However, it is poles apart from professionally produced journalism that holds governments and institutions to account, without fear or – critically – favour. In fact the rise of branded content is an opportunity for publishers. Brands are increasingly coming to us for the expertise that we've built up over decades, to help them tell their story."

For Michael Zimbalist, SVP of advertising products and research and development at *The New York Times*, brands do need traditional publishers' support, but not their endorsement to establish credibility. "*The New York Times*' T Brand Studio found that its native content was actually outperforming some of

the publication's editorial content. This is part of the proof point that audiences will engage with great content regardless of its provenance, provided they have a sense of where it's coming from."

Publishers are clearly looking at ways to monetise on their readership beyond content. Quite recently, Condé Nast unveiled its plan of transforming Style.com, one of its online properties, into a global ecommerce platform.

Gold Coast-based online marketplace SurfStitch has done the opposite by moving away from being a general brand aggregator to becoming a content network after acquiring publishers with already engaged and relevant communities.

For Paul Lidgerwood, managing director of Niche Media (*Marketing's* parent company), this makes complete sense. "It is getting back to being a bigger part of the consumer's wallet not the advertiser's, as they have so many other ways to invest their money," he says.

Does it mean, however, that if Nike decides to launch a digital TV channel, viewers will cancel their Foxtel subscriptions or, if Apple decides to expand the contents of its *iCreate* magazine from gadgets to covering more about the world of design, would magazines like *Wallpaper** or *Design Quarterly* see a decline in their market share?

GE Reports managing editor Tomas Kellner says there are really only two categories of journalism: the two percent that wins Pulitzers and everything else, and competing against the other 98 percent defines his mindset.

Perhaps, to avoid missed opportunities and reenergise their businesses, publishers need to challenge their scale and editorial assumptions by 'uploading' the agility, flexibility and hyper-productivity of brand journalism practices. **M**

What is a good NPS score?



Karl Treacher

Chief executive of The Brand Institute of Australia, a behavioural analyst with more than 15 years of brand consultancy experience and a pioneer of organisational branding and culture alignment. Tweet at him using @treacher.

The answer is 'it depends'. Foremost, it depends on your category. If you're a bank or health insurance brand the good bad/news is that some studies show the majority of negative positions are still better than the category average! The same Australian study found that by category, the average NPS (net promoter score) was negative.

Negative. Sounds depressing doesn't it. Given that the majority of C-suite executives are appointed based on their ability and potential to win, you can understand why their attention quickly morphs into a laser-like focus when they see a negative NPS score. The issue is in the framing. Instead of viewing NPS as a scale with a goal medal awarded to those brands that reach +100, the best results come from brands that recognise that NPS is

Karl Treacher is hearing this question more and more these days. Unfortunately, the answer isn't as simple as the NPS question itself.

more like a pot of gold at the end of the rainbow. It's there as a metaphor or motivation, not as something you're actually supposed to reach. That said, negative is still negative... which means many, many things in customer experience, culture and brand could be much, much better.

Expectations are on the rise

If you're like me and someone has just told you that you can't take first place, you'll require a high standard of proof (and then won't believe it anyway). So as an example, let's use the brand that people love to love: Apple. The world's most valuable company and the world's most valuable brand. It's the definition of organisational aspiration, with an army of fans external and internal and an embedded NPS culture. Last year it scored +66 in the US.

What scored higher? Costco at +79. Next up was USAA (United Services Automobile Association) leading across auto insurance, banking and home insurance. What does this tell us? Category is no impediment. Broadly, customers bring different sets of expectations to different categories. It's the brands that surprise and delight that are judged – and recommended – within

their category context. While it may be heartening to know that your brand isn't necessarily competing with Apple, what is important to recognise, is that there is an ever present element of the zero-sum game to NPS.

Brand (organisational) performance depends on customer experience

As a veteran in building brands and branding experiences, I'm glad to see the rise and rise of NPS. For too many years and with many CMOs and CEOs I've shared the arresting stats and emphasised the huge potential that exists for brands that get it right:

- ✿ 70 percent of customers have stopped buying goods or services from a company after experiencing poor customer service
- ✿ 64 percent have, after experiencing poor customer service, gone straight to a competing brand to make a purchase, and
- ✿ 81 percent are willing to pay more for a better customer experience.

But the beautiful simplicity of the 'the ultimate question' belies

the complexity of the organisational change required to lift NPS and realise this potential.

Receiving your brand's NPS score is akin to stepping off the scales during your first fitness assessment at the gym after a few years of long lunches and lingering lattes. You know there's work to be done and it's time to put a program together. But where to start? Brand, culture, product design, experience design?

The answer is: start with the end in mind – 'brand touch points', any interaction that customers have with an organisation (its brand).

"According to behavioural scientists, when people recall an experience, they don't remember every single moment of it (unless the experience was short and traumatic). Instead, they recall a few significant moments vividly and gloss over the others – they remember snapshots, not movies. And they carry away an overall assessment of the experience that's based on three factors: "The trend in the sequence of pain or pleasure, the high and low points, and the ending," write Richard Chase and Sriram Dasu in *Harvard Business Review*.

At those pleasure points, does your brand make it really easy for your promoters to... well, promote? Have you asked them what it is they love about your brand? Start here. These promoters will help detail the program you're putting together, you'll learn which of your touch points are creating the surprise and delight moments that turn customers from neutrals to advocates. This may begin the journey of mapping your touch points that many brands have already undertaken.

Hygiene NPS

First, the brand will need to meet hygiene requirements. This is where category context becomes less relevant. Customers of all kinds

associate queueing with queueing, rather than specifically queueing at a bank for instance. Queueing at a bank is now, generally, quite fast, versus queueing at a car rental company – which is generally horrendous.

Another of many hygiene related NPS factors is 'localising' the experience. This is where local culture and employee personality should make their mark. When it works, it gives customers comfort in the environment, humanises the brand and will drive NPS and employee engagement. When it doesn't, it can dilute brands and confuse customers. Brand experience guidelines, coaching and all cultural support elements are critical if you are even thinking about branding an employee-customer experience.

most. Using Apple as the example again, Apple's in-store 'signature experience' is far from ideal (teenagers in blue T-shirts asking you to wait by a table until someone comes and finds you... with no regard given to 'how long the wait time'. This is no doubt where many of its remaining 44 NPS points lie, along with the complete absence of any telephone tech support.

Pies and cakes and NPS

Although we'd all like to step off those gym scales and into a fitter, healthier body, we first have to do to the work, the right work. We need to keep our focus on, and measure performance by, our progress, and with our goal in mind. NPS is no different: focus on improvement, and the score will follow. If we stop


“But the beautiful simplicity of the ‘the ultimate question’ belies the complexity of the organisational change required to lift NPS and realise this potential.”

Look under the hood before you drive

Too often I see a list of NPS uplift 'initiatives' – disparate programs of work that are supposed to drive NPS scores. It's important here to stop. Take the necessary time to undertake the analysis to uncover which of the many facets of customer experience will return the greatest NPS yield. Which touch points mean the most to customers, why, and how can you evolve these to leave a positive impression.

Sometimes it can even be the designated 'on-brand' experiences that are hurting your brand the

eating pies and cakes, take a walk every day and plank while waiting for the bus, we can expect to improve our physical health. If your brand analyses show how your customers interact with your brand, identify the high yield touch points and build meaningful and convenience experiences, you can expect your NPS score to improve.

OK, OK, if that all sounds like I'm not answering the question, then here's the short answer: it's +50. A great NPS score is anything over +50. This is where you find iconic brands that customers love... to recommend. 

Analysis principles to develop personalisation

Michael Buckley explores the four key analysis principles to help develop personalisation.



Michael Buckley

Accenture Interactive lead for Australia and New Zealand.

The quickly evolving digital economy has bred a new kind of consumer that holds every online brand interaction to a previously unseen calibre of expectation. Highly-informed, with the power to switch at any time, the digital customer expects online services to know exactly who they are and to deliver relevant offers at a time and place that suits them.

Despite this, many businesses are still operating according to outdated marketing principles that preach 'the larger the audience, the bigger the sales' – delivering product-driven campaigns and using a scatter-gun approach, despite the fact that relying on big budgets to translate into sales is no longer an effective strategy.

Market leaders are rapidly understanding, however, that marketing practices in the digital sphere need to mimic the way customers think: not in silos and channels, but in needs, desires and wants.

Forward-thinking organisations working to turn digital marketing into a competitive advantage are focused on developing personalised experiences, to be a cost-effective, long-term antidote to the traditional marketer's trade-off between relevance and reach.

NEW CUSTOMER EXPECTATIONS

Across all industries, customers have responded to the fast-paced, technology-enabled business landscape with expectations higher than ever before. They don't think in terms of channels, and dismiss organisations that aren't able to present their offerings accordingly. Loyalty is short-lived and the ability for brands to present themselves as being consistently available to individual consumer whims has never been more important, with the management of customer churn a priority issue within this.

Given the permeation of social and mobile technologies, however, this can be difficult during the

different stages of the customer life cycle – especially the pre- and post-purchase validation points – which is radically enhanced by social media. This is an arena where brands have little control, but are increasingly able to influence and monitor customer perceptions via a tactical use of data and analytics.

In this sense, technology is a double-edged sword, as it both enables and hinders marketers. Mobile exemplifies this further: with most research indicating that at least three-quarters of smartphone users consult their phones while in a store deciding what to buy. This means that consumers have unprecedented access to information about the brands, products and services they desire – being completely informed about the purchase decisions they make. The process of comparing prices and offers is easy, making experience a key differentiator and consistency across touch points is non-negotiable.

THE NEW MARKETER

The heightened expectations of the digital customer don't just require 'better' marketing, but instead require a transformation of marketing capabilities and processes that place the customer at the centre.

Traditional marketing is product driven. It starts with an offer, and aims to tell as many people as possible about it in the hope that a few of those people may chase up the generic offer and make a purchase.

In contrast, new digitally enabled marketing methods reverse this thinking and become customer-centric, relying on identifying the most relevant products and experiences for each customer. Using analytics to focus on one-to-one interactions, driven by customer needs, the resulting insights can be leveraged, linking them to time-sensitive and context-aware actions.

The result is the right offer, at the right time, touch point and location; enabling marketers to turn the

Determine what matters most to your customers and work back to the technology.

traditional customer funnel on its head by allowing organisations to attract, convert and retain each customer on an individual level.

Ultimately this one-to-one approach to marketing increases loyalty, marketing ROI, customer lifetime value, conversion and cross-sell rates, while decreasing acquisition cost, cost of post-purchase interactions, and the number of dedicated marketing staff.

FOUR KEY ANALYSIS PRINCIPLES

The foundation of a successful personalisation strategy isn't all about capabilities. Personalisation is about understanding customers, not forcing an experience upon them, as well as aligning and enabling an organisation's overall digital strategy. These key strategic principles are the starting point for personalisation.

1. Know your customer

First, you need to determine what matters most to your customers and work back to the technology required to enable the desired personalised experience. Use existing data and research and actively create deeper insights, including through the customer journey and experience mapping.

Be as granular as you can in your analysis to understand segments, habits, channels and motivations, but keep in mind that it's important to ensure a fast closure of the analysis to action loop, as customer behaviours are never static, meaning complexity as developing experiences need to keep evolving. Repetition can lead to obsolescence, so activity cycles need to be perpetually refreshed and re-optimised.

2. Plan and set objectives

Don't personalise for the sake of it. Effective planning and strategy is essential to ensure that the end goal is a personalisation experience in line with the specific

needs of your organisation and industry. Aligning all personalisation capabilities with specific business objectives and goals is important, but so is measuring success. Benchmark your activities to establish baseline KPIs and future targets.

Alongside this, marketers need to rethink how their internal processes are organised and executed. Are there organisational silos that need to be cut through? How is time best utilised? Are activities fragmented across the business? Questions such as these will help guide practical delivery options that will support the personalisation agenda.

3. Choose and develop capabilities


Once you have defined exactly what kind of personalisation would provide the most value to your customer and serve the strategic needs of your organisation, the next step is selecting the technologies to support this.

With such a range of enabling capabilities at play, prioritisation based on business goals and customer intelligence is key, so it's important to thoroughly analyse your existing (or planned) technology against future requirements to understand what you need to achieve success.

One of the most important elements is to also ensure there are sufficiently skilled internal teams that can utilise the technology. Linking the components of design to data, data to insight and insight to activity is incredibly important and solid skill sets will ensure this happens effectively.

4. Test, learn and scale up

Once your firm is successfully personalising the digital experience of customers, ensure that your systems, governance and business structure are designed to learn from every interaction.

The key to the ultimate success of any personalisation initiative relates to the dependency required on the successful binding of clear insights with compelling, creative content. Under the right context, when this combination of science and art fuses together, then true, high-performing personalisation can be achieved. But remember, at the core of this lies critical insight and analysis principles that prepare the ground for success. 



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Why no one cares about your content

Ryan Griffin has some frank things to say about content marketing.



Ryan Griffin, senior account manager, Switched on Media.

You may have noticed the phrase 'content marketing' spring into the vocabulary of a few keynote speakers in the past 18 months. Essentially a pyramid scheme, content marketing works by swindling marketers into its promises of quick riches and business outcomes by updating the arrangement of words across their website.

It sounds almost too good to be true.

For those unfortunately unable to have attended said keynote speeches, content marketing as a channel came into its own about two years ago and is now the most talked about topic in marketing. Simple in execution, content has since become quite a convenient distraction from more complex marketing issues.

It's all a load of shit.

What many people don't realise is that content has possibly the sharpest inefficiency curve of any marketing activity. For the most part, the majority of content is skimmed over immediately. There are a few always standout exemptions to this rule, but no one decided against an online purchase because the content wasn't quite right.

And before you go Freudian on me, citing the benefits of subconscious affinity, the only metric marketers should use when measuring the impact of content is conversion rate. Whatever you are trying to get people to do on your website, your content should make them do it more frequently.

That's it really.

I don't want you to 'engage' with my content, I don't want you to 'like' it, I don't care if you share it; I just want you to buy it.

Your goal when writing content is singular: improve your website's conversion rate.

It's actually the only reason you should update anything on your website. We have jobs and families and plenty of other stuff going on in our life, we honestly don't care what's written. People visit your website to solve a problem, whether it's knowledge, entertainment, or something they need. Beyond providing a simple and easily understood message, the impact of content marketing is almost non-existent.

The company that does this exceedingly well is Google. It is probably the only website that wants you to spend the least amount

of time on its site. It wants you to click the first link that appears, and never have to come back (for that one particular search, of course). It has even created metrics such as Quality Score to ensure the first piece of content you receive is the most relevant. It will never reveal the complexity of its search algorithm, ensuring that the most relevant website appears first is the world's greatest competitive advantage.

Spending countless hours debating the grammatical structure of a sentence will not solve your problems. Finding a way to deliver people through your site as simply and quickly as possible will make it easier for them to convert and return. Think of how easy it is to book an Uber.

Marketers are so caught up in the hype of content marketing that they lose sight of what really matters: delivering your message succinctly and removing resistance

@ Comment, or read more by
Ryan Griffin, at
marketingmag.com.au

to conversion. Upon opening the Uber app you are presented with 'request Uber'; no one wants to read the 'about us' page.

Trying to drive engagement makes you the guy who's just come back from holiday and is trying to show everyone his photos.

The only person mildly interested is your mum, and even she's struggling.

COMMENTS

This one opened a very large can of very large worms. And Ryan dutifully replied to every single comment, so join the conversation at marketingmag.com.au/hubs-c/no-one-cares-content

Joe Pulizzi: "Fun read for the morning David. Actually, what we want with our content is to build an audience. That is the Holy Grail. Build an audience that knows, likes and trusts us first. Then they'll buy from us. Most brands go for the web conversion before a relationship is built. Those brands usually fail. Focus on subscribers, not leads."

Peter Applebaum: "Interesting perspectives Ryan, particularly as they were ventilated on what is essentially a content marketing site itself. Putting aside the several broad assertions you've made, one question I'd ask you is if all that matters is web conversion, how do you build a brand? Or do you believe that brands are now redundant and all that matters are sales from PPC campaigns? If so, given slight to no differential competitive advantages with most offerings, a consumer will invariably default to price. Which means no margin (or need) to employ marketers and their agencies. Where does it end?"

Tom Njm: "Boom."

Julie Jackson: "Interesting perspective and, although I am always happy to cut to the chase, I don't think you have really addressed the importance of building brand equity. Your theory only really works if you're talking about websites designed to sell. Even then you still need to impress the buyer that you are the real deal and build loyalty. As the internet becomes more and more saturated and the fight for first page ranking on Google becomes fierce and expensive, the leading brands will continue to shine."

Steve Fitzpatrick: "To me it sounds like you're diminishing content marketing down to blogging in some degree. I think the definition of content marketing is very broad and essentially can do exactly what you mention in an earlier reply on this thread. That is: alternative media juggernauts, which are your major brand builders."

Sara Berry: "I think there is some truth in what you have written; there is a lot of BS and snake oil out there with respect to the benefits of content. I think the difference in terms of success from your content is the execution – content is just a part of inbound marketing, which is a part of a digital strategy, all of which is driven by business objectives. Put plainly there is no one size fits all..."

Dave Bathur: Nice article, but I've heard this story: last click attribution is all that matters. You'd be right if all audiences are always ready to buy.

Yep, Uber needs few barriers on the app, because if folk are there, they don't need to be convinced.

But Uber also sponsored an awesome OzHarvest charity event recently generating loads of content that they sent out everywhere. Why? To convince people who haven't

used them of their moral standing (a proxy message for 'safety') and – crucially – to help wriggle into their memories for when they did need transport later.

Sure there's hype. But engagement and content tactics are for consideration, not conversion. You don't need to "go all Freudian" to know that you won't get people's money if they don't trust or remember you."

Jackey: "Can't say I agree with all the points made. Engaging content – on and offline – helps build a brand and its position in the market. You can't just tell people to buy your product. How else would you differentiate between yourself and other products in the market that are virtually the same if it wasn't for good content? Some feedback re: engaging content – your article was pretty lengthy and to make me read on a good edit would have helped. :)"

Julie Pearce: "Thanks for sparking the beginning of a healthy debate. I strongly disagree. Firstly, yes – I am a content strategist/content marketer/content advocate. I've been in the game for the past eight years lightly, and the last 14 months solidly. There is definitely a place for content marketing, alongside marketing and advertising. As you would well know, content marketing has always existed; it is not new. From my personal consumer view, it is my TomTom, my Google Maps or my GPS that leads me toward a product or service that fits with what I care about, with the values that I align myself with, with the 'brand voice' that I want to be associated with. As a B2B consumer, the first thing I will do is assess a business or individual professional's credentials, based on the quality of the content they are distributing. Let's work together. We always have! 🗣️"

Why PR is up and advertising down

Greg Daniel discusses how social media has changed the way people respond to advertising and PR.



Greg Daniel AM, national practice leader, KPMG SR7

In 1997, direct marketing guru Lester Wunderman talked about a new definition of brand: "It represents a cluster of consumer needs. It is each customer who is becoming a brand. I am a brand – and each of you is a brand."

At that time, he said there were 260 million individual people brands in the US alone. More than 15 years later, the rise of social media has seen Wunderman's prediction become a reality – in ways no one expected.

This new reality represents the biggest single opportunity the PR industry has ever had – at the expense of advertising.

According to Nielsen, only 16 percent of people are influenced by advertising they see on the internet, while 84 percent are influenced by what people tell them on social media. While the growth in online advertising is dramatic – it is still advertising!

Today, the newest thing in marketing communications is also the oldest in the world: word of mouth. What's good and what's bad. What's hot and what's not. What's valuable and what isn't.

Something as told to you by someone else: your friends. These personal conversations are the essence of social media's soul.

PR is best at this too – at making sure marketers become part of the customer dialogue in a seamless and subtle way.

In comparison, advertising is an above the line medium and it's in your face, no matter how creative. Despite the popular nostalgia of *Mad Men* and the glibness of *Gruen*, advertising is nowhere near as persuasive as it once was.

So the marketing communications game is now loaded in favour of PR.

Why? Mass production created mass markets. Mass markets created mass media. Mass media created mass marketing and mass marketing

Better to use PR skills to engage in a conversation. Have a quiet word. Make a couple of pertinent suggestions. Get into a dialogue. Be a friend.

created mass advertising.

The entire proposition of mass media advertising revolved around creating simple messages for very large audiences. And the fact is there are now few mass markets left in advanced economies. Instead there are masses of micro markets.

This new reality renders the whole concept of mass media advertising as increasingly outdated and commercially unsuitable for many marketers.

The other mitigating factor against mass media advertising and in favour of PR is the increasing sophistication of consumers and their desire for interaction rather than passivity.

No one knows this better than past and present mass media owners. Many have unloaded their traditional media assets. It's because they know the eyeballs aren't there anymore. Where are they now? Predominantly online.

Something like 88 percent of Australia's total population are now active internet users with the biggest

user group being people aged 35 to 49. Worldwide, Facebook is the most visited social media and its fastest growing demographic is the 45 to 54 age group. More than half of people (56 percent) learn about a new product online.

This situation should be nirvana for PR companies and marketers.

That's because the fastest growing most targeted medium in the world is one not tailor made for advertising.

Running ads on social media is like a random stranger interrupting a personal conversation. It's inappropriate and it's rude. Apart from Nielsen showing it's fairly ineffective, another recent study found 69 percent of Australians thought online advertising was 'intrusive'.

Better to use PR skills to engage in a conversation. Have a quiet word. Make a couple of pertinent suggestions. Get into a dialogue. Be a friend.

As Daniel Kahneman, the Nobel Prize-winning economist, observed:

At time of press this article had been shared:

Twitter: 160
Facebook: 134
LinkedIn: 326

"People are convinced because they read or hear conclusions coming from people they trust. You trust someone and you believe what they say. That's how ideas are communicated."

This is the way marketing will continue to evolve in the 2010s. With social media front and centre at the gig, PR has never had a better reason to party.

 **Join the conversation online at marketingmag.com.au**

The problems with net promoter scores

Dr Dave Stewart of Marketing Decision Analysis and **Professor Steve Worthington** of Swinburne University Business School critique the usefulness and relevance of the Net Promoter Score (NPS) and suggest questions all companies who use this metric should be asking.



Dr Dave Stewart,
Marketing Decision Analysis



Professor Steve Worthington, Swinburne Business School

Institutions know instinctively that only their most satisfied customers will recommend them, and many have gone the next step and tried to measure that higher level of satisfaction using a customer advocacy metric called the Net Promoter Score (NPS).

Their instincts are right, but unfortunately NPS has three fundamental design flaws that give decision-makers a distorted view of reality, and increase the risk of making wrong financial decisions.

DESIGN FLAWS OF NPS

The first of these flaws is its classification bias. This occurs when customers are systematically misallocated to the wrong advocacy state (Promoter, Detractor or Passive). Because bias is systematic,

it cannot be 'averaged out' or reduced by interviewing more customers. So whether Telstra, for example, calculates its NPS from the daily responses of four customers or 40,000 customers, the bias is exactly the same.

The cause of misclassification is simply that too much is expected of the advocacy question. While responses to the question can provide information as to whether customers are more or less likely to promote a company, they do not provide the necessary information for determining the actual numbers of Detractors and Passives.

This should come as no surprise, as the question only concerns positive recommendations. This is a perfect example of where the saying 'if it sounds too good to be true, then it probably is' applies.

The consequences of this for 'NPS driven' organisations can be costly. They are more likely to allocate more resources than necessary to address an issue with customer advocacy that, in reality, may not exist, or is not as serious as its NPS suggests.

The second design flaw of NPS concerns the net calculation of subtracting so-called Detractors from Promoters. Implicit in this calculation is that the positive value of a Promoter to the organisation is exactly offset by the negative value of a Detractor. To see how this distorts reality, consider the two advocacy scenarios shown in Figure 2. Our brains immediately register the difference – on the left, all customers give exactly the same response to the advocacy question, whereas we see two

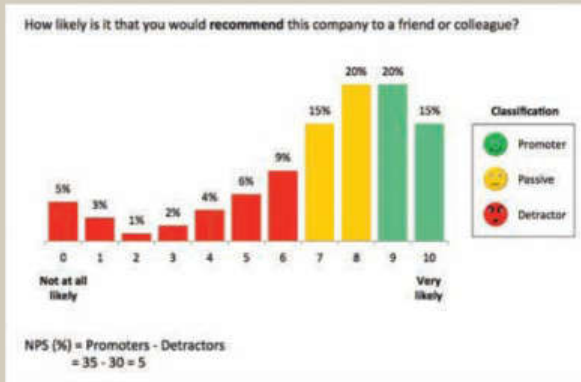


Figure 1: Illustration of how NPS is calculated.

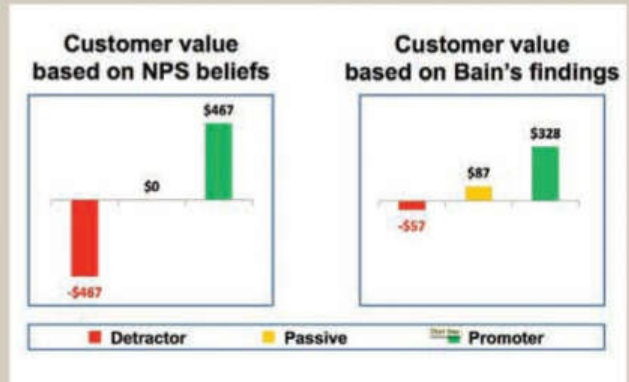


Figure 2. Two sets of responses to the advocacy question: how likely is it that you would recommend this company to a friend and colleague?

diametrically opposed groups of customers on the right. But through the NPS lens, we see no difference, as both have a score of zero. In other words, having no Detractors or Promoters is identical to having 50 percent Detractors (at the extreme bottom of the scale) and 50 percent Promoters.

In comparison, the average advocacy score has no such difficulty in recognising that the first scenario is clearly preferable to

the second, registering an eight and five respectively, on the 0 to 10 scale.

The fact that the average provides an answer in line with our intuition is no doubt due to it being the balance point of the distribution of responses, in the same way that the centre of mass is the balance point of a physical object.

The third design flaw is that so-called Passives are considered to have no value to an organisation. This presumably is why they are explicitly excluded from the NPS calculation.


Again, this goes completely against common sense – despite the fact that all customers are ‘passive’ in the chart on the left of Figure 2, it is clearly a better, more valuable scenario than that shown on the right.

The last two design flaws arise from the NPS calculation. We can examine the financial implications though a case study given in Frederick Reichheld’s 2006 book, *The Ultimate Question*. Reichheld, of Bain and Company, is the leading proponent of Net Promoter, and part owner of the Net Promoter trademark.

The case concerns computer giant, Dell. At the time of the study, Dell had eight million customers, 60 percent of whom were deemed

Promoters and 15 percent Detractors. The average value of a customer was independently estimated to be \$210. Based on these figures, and ‘NPS logic’, the average values of a Promoter, Passive and Detractor can be calculated, and are shown in Figure 3. These values are not given in his book – presumably he hadn’t thought to perform these calculations. Instead, with no hint of understanding the implications, Reichheld informed readers the corresponding values based on Bain and Company analysis, also shown in Figure 3.

The values according to NPS logic clearly bear no relation to Bain and Company’s findings. Even allowing for the fact that Reichheld admits that Bain and Company has probably underestimated the cost of a Detractor, there is nothing to suggest that it is out by a factor of eight. While the difference is small on a per Detractor basis, in aggregate, it amounts to close on half a billion dollars!

Given all three design flaws, Reichheld’s claims that NPS is “a reliable tool for assigning accountability and managing priorities” and “links directly to the economics of growth” ring hollow. 

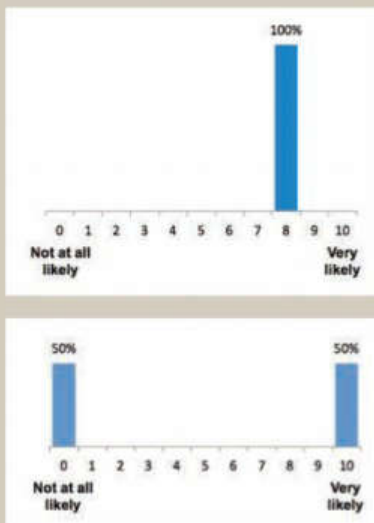


Figure 3. Comparison of customer values for Dell. On the top are the values based on the second and third design flaws of NPS. The values on the bottom are based on Bain and Company findings.

Native advertising: buzz, bollocks or brilliance?

Graham Plant discusses native advertising, a tactic for which analysis of efficacy is only just now becoming possible.



Graham Plant
CEO, Effective Measure

Head the buzz about native advertising? Not sure if it's bollocks? And have been told that it is brilliant? But haven't yet invested in native advertising while you wait for proof that you will see an increase in your advertising ROI?

While native advertising is not new, it's an area that we get asked about a lot at Effective Measure, so it seemed appropriate to explore what makes native advertising work and what makes it fail – and, yes, it isn't foolproof.

Additionally, there's the overarching ethical concern that native advertising is blurring editorial and advertising content to dupe the poor unsuspecting consumer.

I know you've probably read the PR statements, you've seen the glowing tweets and you've read the articles that pop up in the trade publications every issue espousing the benefits of native advertising.

There is no doubt that native advertising is growing – whether it be social-native, native-style display ads or sponsored content, the projections for native advertising spend are huge.

BI Intelligence predicts that by 2018 native advertising spend will be in excess of US\$20 billion, from a 2015 forecast of around US\$8 billion.

You may have also seen the arguments from the flipside that native advertising is a blight on the publishing landscape, and is little more than a subversive tactic to dodge best practices for content marketing established to protect consumers and maintain ethical standards.

Or maybe the semantic arguments are of little interest and you're wondering whether native advertising is just a schmanzy new name for advertorial.

Well, it depends largely on to whom you talk.

Native advertising executed well is not advertorial, although it is a form of content marketing and can be presented in different forms.

Native advertising done well applies a form of subtlety often neglected in digital advertising. The quality of the content is critically important to maintain integrity and this differentiates it from being simply sponsored content.

The added benefit of integration with publications or specific articles means that native advertising can fully leverage the entire gamut of social channels to drive engagement – it is more readily shared and in many cases is delivered via social channels.

Most marketers are already very familiar with sponsored content and advertorials. These forms of advertising are (generally) clearly identified as such either by an introductory and/or closing statement or visible label that ensures it is identifiable for what it is – sponsored.

Now with native advertising it's been a little less obvious; although there are guidelines published by the IAB and the Federal Trade Commission (the US's consumer watchdog) there have been no hard and fast regulatory controls applied specifically for native advertising.

The fundamental questions relate to whether or not a native advertising piece should clearly state that it is content that has been sponsored for advertising to the reader.

Now, I'm of the opinion that most consumers are not half-witted troglodytes that can't differentiate between a pitch and editorial. But then I am also the proud owner of a NutriBullet and therefore some of my learned colleagues may suggest that my judgement is questionable.

There have also been reports, however, suggesting that as many as half of the consumers exposed to native advertising are unable to distinguish it from editorial content. Now that is significant and suggests that native advertising should be clearly identified as sponsored content.

The whole genre of native advertising even attracted the attention of mainstream media with prominent satirist

“While CTR is an important metric, what seems to be of more interest to advertisers and publishers today are metrics on engagement, recall, awareness and influence.”

and social commentator John Oliver lambasting native advertising on his award-winning show *This Week Tonight* back in August 2014.

Adding fuel to Oliver's well-articulated broadside is a quote from Ken Auletta, well-known media critic and writer for *The New Yorker*, who stated, “Native advertising is basically saying to corporations that want to advertise, ‘We will camouflage your ads to make them look like news stories.’ That's essentially it.”

One of my earliest jobs was as a 16-year-old freelance journalist for *The Benalla Ensign*. The owner and editor, Mr Adams, was a former Fleet Street journalist and provided very clear direction on what was expected.

Editorial could not be compromised. Articles were always written to inform, educate or entertain.

These expectations do not vary from what is documented by the Media Entertainment and Arts Alliance Journalists' Code of Conduct. So where does that leave us? Well, I believe that native advertising can not only survive, but also prosper while abiding by this most basic journalistic tenet.

Publishing is a tough gig, so if we want to see ad-free content, then we should pay. If we want it for free, we have to allow the publishers to generate income to enable them to do this – and that has to be via advertising.

And I can tell you that some of the results produced by the pros are truly extraordinary.

Whether we like it or not, banner advertising is becoming less and less effective. In the early days it was possible to achieve click-through rates (CTRs) of well over 20 percent.

Well now, we're talking fractions of a percent. To put this in context, if you're an amateur golfer, you have almost as much chance of scoring a hole in one as getting an intentional click-through from a banner ad. My direct marketing mentor would be rolling in his grave!

While CTR is an important metric, what seems to be of more interest to advertisers and publishers today are metrics on engagement, recall, awareness and influence. And this is where native advertising can shine.

So what can you do? Well, you can start by making the content more interesting, focus the content on your target audience and make sure that it delivers value.

Native advertising is becoming an increasingly good platform for helping publishers keep the wolves away from the door and survive in a very competitive market where consumers want everything for free.

It also provides a more creative and entertaining medium that will enable budding creatives and writers a means for showcasing their talents. Welcome back to the art of writing good copy!

But most of all, if done well, it will benefit not only the sponsor and the publisher, but also – the customer.


So if you think native advertising could work for your brand, then you should test it out – it won't hurt and it could work for you. My tips are as follows:

- ✱ clearly define your target market and choose a publisher that can demonstrate that their audience fits the profile and importantly is 100 percent engaged with them
- ✱ make it clear that you are sponsoring content and don't try to 'trick' the consumer
- ✱ cut the crap – be authentic – both the publisher and the brand have to be passionate and aligned about the message, and
- ✱ if you wouldn't read it, like it, tweet it or blog about it – start over.

Still not sure? Well here are my rules for engaging customers and the essence of what I believe any native advertising content should aim to deliver:

- ✱ give me what I need
- ✱ help me solve a problem
- ✱ save me time, money, hassle, risks
- ✱ show me you understand me
- ✱ listen to me, and
- ✱ respect my values.

If you can't do even one of those, then you probably don't really know your customer and your message will more than likely miss the mark.

Oh, and on the question: is native advertising buzz, bollocks or brilliance? It all depends on you. 



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Dedicated follower of passion

Premium chocolate brand Lindt's success in Australia is dazzling. Yet marketing director Andrew Curran thinks there is plenty more work to do. [Rob Grant](#) examines what drives this true brand believer.

Illustration by Sara Hingle.

@marketingmag

Rich, luxuriant chocolate. Exquisite Swiss craftsmanship. A smorgasbord of gourmet flavours and delicious varieties. It is easy to see how a marketer could fall in love with the Lindt brand.

Andrew Curran, an engaging and animated expat who moved to Australia with Lindt three years ago, certainly fell hard. But he believes the job of marketing any brand starts with personal adoration, so he's hardly fazed. The more you listen to him talk – in a still fresh English accent – the more you believe he would exhibit devotion to any brand on which he works. It's an interesting spin on the higher calling of a marketer: to share your passion for a brand with others, so they can enjoy it too.

"The biggest reward [as a marketer] is when you see other people getting passionate about your brand. We're all super passionate about Lindt. When our activities convince other people in Australia to be passionate too, it's so rich and rewarding," explains Curran excitedly.

After he graduated from a northern English university with a degree in French and management studies, many joked he should go and manage the French. Funnily enough, he did exactly that several years later. But marketing was his early calling and it has been ever since.

"A couple of things really interested me about marketing. One is that it's very big picture, which is my style. But, at the same time, it looks at granular behaviours day-to-day. You can be both strategic, but also in the here and now. It's very real," he says.

A singular obsession

Picture the scene: it's your last year at university and you land a dream job in one of the world's strongest brand-based companies. Not only that, they make beer.

Manna from heaven for a student. But Curran did not land a graduate trainee role with global alcohol company Diageo by accident. This was the result of months immersed in the rigorous assessment processes of a handful of global companies. It speaks of a determined streak, one that has guided his career and the brands on which he has chosen to work.

Curran was assigned initially to the Guinness brand and it didn't take him long to discover that when the people at Diageo talk about brand obsession they mean it. During his first week, he went for drinks with new colleagues from the marketing team and made a rookie error. He candidly recounts the tale as if it were yesterday, "The guy came to take our order and I was the first to be asked. So I asked for a pint of lager. After my order, there were 15 Guinnesses ordered. That was the last time I ordered lager for two years."

Keen to make amends and prove his passion, Curran had four different roles with Guinness and buried himself in every aspect of the brand. One role was in sales and this early commercial exposure helped him acquire a taste for the numbers. He thinks this is vital to success in marketing and is often lacking in marketers early in their careers.

"There's a creative element to marketing. But there's also a hard-nosed element, which is numbers driven. Sometimes marketers fall down because they don't get the balance right. At the end of the day, as unsexy as it sounds, you're employed to deliver a profit. You've just got to deliver the numbers," he says.

Do one thing well

After five years delivering results at Diageo, Curran felt the need for a change. The desire was exacerbated by a role that wasn't working out. He recalls, "I was put on specialist projects, removed from the rest of the business. Partly because of this and partly because of the mix of personalities, I didn't feel like I was delivering well. So I started taking the recruiter calls that I would never have taken before."

Looking back on this time, with the benefit of several years' hindsight, Curran feels it provides a lesson for anyone in a tricky work situation. "If there's ever a problem in your role, a sustained problem, not just a one-day issue, talk to somebody. I didn't want to raise it as an issue, because I thought it made you look weak. Then I found out the marketing director was really disappointed and wished I'd spoke to him earlier," he says.

Nevertheless, Curran moved to global water, dairy and nutritional product company Danone. This brought new

Career timeline

UK

2000-2005: brand manager, innovation manager, key account manager, Diageo

2005-2007: senior brand manager, Danone

SWITZERLAND

2007-2008: international marketing manager, Lindt

SWEDEN

2009: marketing manager, Lindt

FRANCE

2010-2012: marketing manager, Lindt

AUSTRALIA

2012-present: marketing director, Lindt

skills and valuable learnings. At the time, the company's revenue was over £200 million, but it only had four brands and spent almost all of its marketing budget on TV advertising and in-store activations. It was a deliberately narrow focus and Curran has held this principle dear ever since.

"It's almost always more effective to do fewer things and do them really well. At Danone, the marketing mix was super simple. It brings more cut-through for the brand. You focus on the things that work, that you can test and prove the worth of. Then once you've proved they work, you can invest heavily," he says.

Pack your bags

Although Curran's career has taken several serendipitous twists and turns, there is one aim he had at the very start: to work overseas. Even in his

early days at Diageo, he made it clear to management this was his plan. At Danone, with a few more years under his belt, he took his attempts to realise this ambition to the next level.

"If you want to get an international move, you need to push and push and push and never stop pushing. Make it clear you want to move and continually have those conversations in terms of setting a time scale. At Danone, I had the CEO of the company, the HR director, the marketing director... everyone making calls for me. Everybody was doing everything they could," he says.

Despite all this effort and support, the right role simply did not appear. So Curran set a deadline and, once the date passed, took the matter into his own hands. He resigned.

"I said to my girlfriend, 'Right, we get married in September 2007 and, if I haven't got a job by then, I'm just going to quit and move overseas.' We had to draw a line in the sand, which I think is a really important thing to do."

Curran applied for visas for Canada, Australia and New Zealand, among others. At the eleventh hour, before he could board a plane, the phone rang. "I got a call from a recruiter about an opportunity in Switzerland, a country I'd never thought about. It was Lindt and I love the brand, so I decided to go and see what would happen," he recalls.

Choc to the system

On the first day of his long cherished overseas assignment, Curran had a rude awakening. It was winter in Zurich,

“After he graduated from a northern English university with a degree in French and management studies, many joked he should go and manage the French. Funnily enough, he did exactly that.”

home to the global headquarters of Lindt, and he felt like a duck out of water. “When a planned move actually happens you have a sudden moment of realisation. The first morning I went off to work, it was dark outside, it was raining, I didn’t know a single person and I didn’t speak a word of German. What have I done?” he says.

Fortunately, Lindt’s head office operations are largely conducted in English and before long Curran learned what makes this global chocolate juggernaut tick. If Diageo stirred in him a passion for brand obsession and Danone taught the benefits of simplicity, Lindt brought the two ideas together and took them to the next level.

“Lindt have a clarity of approach, which is refreshing and not overtly complex,” says Curran. “They have a very clear brand story and stand single-mindedly for just one thing: being the ultimate chocolate delight, based on the best quality possible. Everything that every single person does, in the whole business, supports that.”

Curran saw this brand obsession firsthand when he spent two days working the line in one of Lindt’s production facilities – mandatory for employees to help them understand the product offering. He describes in detail the process used to make the Crème Brûlée block chocolate, which is almost exactly how you’d make the dessert in a restaurant kitchen.

Working for Lindt, one of the world’s most passionate brands, was a marriage made in heaven. Curran worked in three different European markets within five years. After Switzerland, where his wife also worked in a high-profile marketing role, he took a role in Sweden. This meant commuting on weekends to see his wife, which brought a degree of personal stress. Yet because it was a first marketing manager role, with responsibility for the Swedish and other Nordic markets, it was a sacrifice he was willing to make.

His final role in Europe, before moving to Australia, ticked off another longstanding goal; however, it created – at least initially – another career challenge to be reckoned with. Curran had long wished to work in a market that operates in a foreign

Advice to younger self

Don’t sweat the small stuff. It’s really easy when you’re junior in your career to be consumed by small problems. But it’s amazing how unimportant things can seem with a bit of time perspective.

language. Glutton for punishment perhaps, but he was fortunate to have studied French at college and so when a role came up in Lindt’s Paris office, he leapt at it.

Not only did the Paris office operate in French, it was a premium market for Lindt both in size and stature. Double whammy. The trouble was, passing a few exams in French and communicating daily at business level are two very different things. Especially when you manage a team of six and are responsible for one-half of the entire market.

“It was a tough working culture and it requires an extra 20 percent more mental energy when it’s not your language. In meetings, when you’re disagreeing, it’s a bit like a game of chess. You are thinking three moves ahead. When it’s not your mother tongue you can’t do that. You’re just trying to understand what is being said. I think for the first six months, I lost every argument. It was really frustrating,” says Curran.

Land down under

Success in the French gig, against the odds, put Curran in prime position when the marketing director role became available in Australia. Both the promotion and move to warmer climes were just what he was looking for. “It was always this aspirational thing. It’s an idyllic place in

people’s minds. When this role came up, I was high-fiving the guy I spoke to. I was absolutely delighted and so was my wife,” he says.

Being the lead marketer in an organisation was always something Curran hoped for and he now relishes the role. Unsurprisingly, it’s the ability to be the passionate voice of the brand he cherishes the most. “I do appreciate being the marketing director. I think it’s very motivating to lead a whole department. You sit on the board representing the view of the consumer and the brand, and that’s a really important role to play,” he says.

Having worked in five countries in his career, Curran is well-qualified to talk about how to understand a new market in those initial hazy days. Like the positioning of his brands, his approach is refreshingly simple.

Top five learnings for marketers:

1 be obsessive and single-minded about the brand benefit

2 do fewer things well (bigger and better)

3 interact intimately with consumers and retailers all the time

4 speak out in times of trouble, and

5 deliver the numbers, always.

"I just ask lots of questions, a huge amount of questions," he says. "Never feel dumb about asking questions. Have you done this in the past? What did you learn from it? How do retailers approach these issues? You just always ask."

Beyond the persistent questions, Curran likes to observe brands in action firsthand and seek the counsel of partners. He advises all marketers to put in the hours with consumers, retailers and agencies.

"I spend a lot of time out in the trade, stood in supermarket aisles just talking to people. I think you look

a bit nuts, but just talk. Also physically attend as many consumer groups as you can, rather than waiting for the debrief. As soon as I start a new role, I ask the agency to do a SWOT (strengths, weaknesses, opportunities, threats). It's always interesting to get their view, as it can be fresh."

Clear as dark and white

Occupying a senior leadership role at Lindt Australia, Curran is now able to devote more time to another professional highpoint: recruiting and nurturing rising marketers.

He is clear on what he looks for in team members. First, the ability to demonstrate structured thinking is of paramount importance. Second, he's looking for people who have the same passion for brands as he does. Or at least come close.


"I want candidates to have a decent level of structure to their thinking. Even if they haven't been trained to do task A or task B, they can understand a problem, break it down for me and provide a recommendation based on logical rationale. The other one I always look for is passion and energy. If someone doesn't have passion for what they do, belief, conviction and a drive to succeed, they are not going to fit in with the culture of the teams I build," he says.

Once they're under his wing, Curran does everything he can to keep employees motivated and focused. He does not like losing good talent and has more than once persuaded a quitter to stay.

"There's nothing more frustrating than losing a good person. It grates on you, because you're so passionate about your own brand and what you're trying to do," he says.

Looking ahead to his own career, Curran is unlikely to sit back and wallow in Lindt's success in Australia. His love of the brand will not allow that and he talks animatedly about the opportunities for Lindt in the future.

"There are something like four billion chocolate consumption occasions a year in Australia. About four billion times people make a decision to eat chocolate. But, of those four billion, over 90 percent of times people do not choose Lindt and that really frustrates the heck out of us. Why wouldn't you choose the best chocolate? This is what drives us. What would make them choose Lindt? You have to have the right products and right positioning to make the product relevant on more occasions. That is what passion is about."

So spare a thought next time you eat a chocolate treat that is not Lindt. There is a marketer in an office on Elizabeth Street, Sydney who wants to know why. 

Five books marketers should read (and why)

***The Tipping Point* by Malcolm Gladwell.** Basic premise is a handful of the right people, fed the right message, can have a massive impact on your brand performance. Teaches you to really think about what makes your message compelling or not and who your core target should be.

***Marketing Management: Analysis, Planning and Control* by Philip Kotler.** This was the first marketing book I ever read (like many others who studied marketing) and is written by one of the greatest marketing brains on the planet. Comprehensive, intelligent and easy to read, this is essential for anyone who wants a broad understanding of marketing.

***Eating the Big Fish* by Adam Morgan.** Sensible principles and great brand examples that provoke you to think differently and give you renewed energy to take on the incumbent market leader.

***Ignore Everybody and 39 Other Keys to Creativity* by Hugh MacLeod.** I didn't necessarily agree with every point in this book, but it provoked me to consider things differently and think about how to make my brand stand out from the crowd.

***Purple Cow* by Seth Godin.** A great argument against bland marketing. Encourages you to try and make every piece of marketing remarkable, in order to cut through and change behaviour. Otherwise, can we really justify our efforts and spend?

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Analysing what makes a great customer experience

Roxana Strohmer and **Thomas McCann** discuss measurement of CX, helping brands determine what is working and what is not.

The majority of businesses today are struggling to compete. Not only has technology lowered the barriers of entry into many industries, it has also given customers the power to find, research and buy almost any product, from any vendor, in any part of the world, at any time.

To compete successfully in this new consumer-driven era, companies must find new ways to differentiate. A company's knowledge of and relationship with customers is what will enable it to survive in the age of the customer.

The only successful strategy is to become customer-obsessed – your firm must have an obsession with understanding, connecting with, serving and delighting, your customers.

Does a customer-obsessed strategy of delivering exceptional customer experience (CX) pay off?

Yes. In fact, Watermark Consulting found that to be the case when it conducted an analysis of the stock performance of customer experience leaders and laggards on the US stock exchange.

Over a seven-year period, the data showed that customer experience leaders (as measured by Forrester's CX Index, of which an Australian version launched in September 2015) saw a 78 percent return – versus the S&P (Standard and Poor's) average return of 52 percent, and a negative-three percent return for customer experience laggards.

Despite the return on investment of offering great customer experience, we found that a large gap exists between executive aspirations to differentiate with exceptional customer experience, and action.

In a Forrester survey of more than 50 Australian customer experience professionals, 50 percent said the objective of their company's customer experience strategy is to: "differentiate ourselves from other leaders in our



Roxana Strohmer

Director of data insights
innovation, Forrester



Thomas McCann

Senior analyst,
Forrester

industry". Another 22 percent said the objective of their company's customer experience strategy is to: "differentiate ourselves from all firms across any industry".

In spite of these aspirations, Forrester's recent CX Index research covering 58 Australian brands found that none of these brands fall into the customer experience 'leader' category – the category that consumers rate as delivering exceptional customer experience.

Why the disconnection? Customer experience requires sustainable discipline and investment with a repeatable system of measurement. It requires companies to not only be customer-obsessed, but also make significant investments into culture, organisation and technology. Most companies, however, do not know where to start or how to get better.

At Forrester, we believe that true measures of customer experience need to focus on and capture customers' perceptions of an interaction with a company. While valuable as a whole, measures like overall satisfaction tell us little about the specific changes a company must make to deliver a compelling experience. Likewise, it is

We found that a large gap exists between executive aspirations and action.

difficult for companies to understand whether a customer's likelihood to recommend (or disparage) them comes from their personal interactions or from what they have heard on the news or stories they have heard about other people's experiences.

Great customer interactions involve three core quality components: effectiveness, ease and emotion. Specifically, in any interaction with a company, customers must derive value from the interaction, they must get that value without difficulty and they should feel good during the process.

But while measuring customer experience quality is critical, it's also a cold, hard fact that the ideal customer experience can't just be good for customers – it has to deliver revenue for the business, too.

The CX Index reflects this reality, providing a metric that equates to how well a company delivers customer experiences that create and sustain loyalty.

Loyalty means different things to different organisations, so effectively measuring customer loyalty can be a challenge.

A common solution is to take a streamlined approach by reducing loyalty measurement to a single metric like advocacy or retention. In many cases, however, this provides a myopic view.

Rather, three types of loyalty are critical to a customer experience quality metric:

- ☀ retention loyalty: the likelihood that a customer will keep its existing business with a company
- ☀ enrichment loyalty: the likelihood that a customer will buy more from a company, and
- ☀ advocacy loyalty: the likelihood that a customer will recommend a company to others.

Because the CX Index is both a measure of the quality of a company's customer experience and the customer's loyalty to the brand, a higher CX Index score equates to a

customer experience that effectively helps to win and retain customers.

Conversely, the lower a brand's CX Index score, the more money the brand leaves on the table from lost sales and lost customers.

Knowing your customer experience score is just the first step in understanding how customers experience your brand. Customer experience success in the age of the customer will require discipline.

While a measurement program will determine what is working and what is not, what a firm does with this information will determine whether its customers remain loyal or turn to another brand that makes them feel valued. **M**

Roxana Strohmenger leads the team responsible for all data innovation efforts at Forrester, seeking to understand which data sources, research methodologies and frameworks are appropriate to help clients gain better views of the consumer.

Thomas McCann is a senior analyst serving customer experience professionals and has more than 25 years' experience in the research, analysis and design of digital and physical world experiences across a broad range of industries and environments within Australia and the US.



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Cindy Gallop on disrupting sex, diversity, shared value and change from the bottom up

Cindy Gallop is on a mission to change the world of business and the world of sex, as an entrepreneur with two bold ventures and a provocative voice on the global speaking circuit. By [Michelle Herbison](#).

marketingmag.com.au

Determined and “values-driven”, Cindy Gallop has been busy over the past decade since retiring from 30 years in advertising, mostly with Bartle Bogle Hegarty. She started out in London before moving to New York, where she started up BBH's presence in the US and earned herself the title of New York Advertising Woman of the Year in 2003.

Gallop's passion to drive healthy attitudes and behaviour around sex led to her launching Make Love Not Porn, an online membership community sharing real-world sex videos and open, healthy conversations around sex.

Her other passionate venture is If We Ran The World, a website focused on promoting ‘micro actions’ – small things people can do in order to effect the change they want to see in the world. The project is underpinned by Gallop's core beliefs that the best and most profitable businesses focus on doing good in the world, and that real change occurs from

the bottom up, not the top down; everyone is empowered to make a difference.

Gallop recently visited Sydney and Melbourne to speak at Wired for Wonder, the inspirational event series hosted by Commonwealth Bank of Australia. In her talk she encouraged Australian business to get involved in disrupting sex, “the next big thing in tech” by starting and funding sex tech ventures.

“Silicon Valley and the tech world welcomes innovation and disruption in any other area of our lives and work except this one, which really needs it,” she told *Marketing*.

“But also because, our sexuality is such a fundamental part of our humanity, and yet we are all subject to a huge amount of shame and embarrassment around it. That is a massively inhibiting factor in all sorts of ways that are quite profound. I think a more open healthy honest attitude to sex and sexuality is a key part of designing the future that we would all like to see for ourselves.”



Socialising sex

Gallop believes our society's refusal to talk about sex lies at the heart of issues such as rape culture, sexual violence and relationship breakdowns. The overwhelming response to her controversial TED Talk in 2009 discussing porn's confusing influence on real-world sex gave Gallop a feeling of "personal responsibility" to change the world. Make Love Not Porn TV is just the first stage in her vision. Another involves a global sexual education hub that splits the profits with its creators. "Going where no other social media will go", straddling the border between mainstream and adult worlds, Gallop has encountered serious reluctance from business to support her ventures (PayPal, video streaming providers and banks refuse to be involved).

Here's some of what she had to say to the Wired for Wonder Melbourne audience in August.

"When today's total freedom of access to hardcore pornography online meets our society's equally total reluctance to talk openly and honestly about sex, we start seeing porn becoming by default the sex education of today in not a good way. The issue isn't porn; the issue is this total absence in our society of an open, healthy, honest conversation around sex in the real world.

"The first stage of my vision to socialise sex is Make Love Not Porn.TV, an entirely user-generated, crowd-sourced video sharing platform that celebrates real-world sex. My biggest challenge raising funding is what I call, 'fear of what other people will think'. So I fight this battle very publicly.

"I would love to see Australia become a global hub for sex tech. Oh my God guys, the money to be made out of socially acceptable sex.

"In sex tech, we see the future, but we have to summon it. I don't wait for things to change, I make them change."

Marketing: You talk a lot about gender equality. We've come a long way in the last couple of decades, but what particular issues do you see being most prevalent at the moment?

Cindy Gallop: I think the key thing about my approach to all of this is that I say to men: we live in a world where the default setting is always male. Men, you have no idea how much happier you would be living and working in a world that was 50-50 equally informed, influenced, designed, managed, led and driven by women just as much as men. So I'm all about creating a gender-equal world where men will thoroughly benefit as much as women will.

Is that something that you think men don't really get at this point?

The way in which every company works today is predicated on the concept of the housewife. The entire corporate structure was designed and built up at a time when it was believed that only men would ever go to work and there would always be a woman at home taking care of everything else. Everything's changed. Corporate systems and structures haven't.

So just as there are as many women as men who burn with an ambition to reach the top, there are as many women as men who want to make a ton of money, there are as many women as men who enormously enjoy the exercise of power, there are just as many men as women who hate going into the office on a Monday morning, there are as many men as women who want to spend time with their children, there are as many men as women who look at the upper echelons of their company and go, 'I don't want to be there'.

And by the way, I get very frustrated when people talk about the lack of women at senior management level etc, as being due to 'the mummy track'. That's absolutely not the case. Separate to all family and child considerations, at the top of every company and every industry is a closed loop of white guys talking to white guys about other white guys. Sensible women look up at the top of their company and go, 'Who the f**k would ever want to work like that?'

So, when we redesign the world of business, and that redesign is equally informed by women as well as men, women design the kind of business world that they will thoroughly enjoy rising to the top in and they will thrive in, and many men will find they'll be a lot happier working in that world than they are in the current one.

This seems to be the next step in what needs to happen in feminism, because things have changed for women, but maybe they haven't changed for men.

They haven't changed enough for women either. White guys feel comfortable hiring guys like them, white guys feel comfortable co-founding businesses and agencies with



Photo: Mark Lobo

guys like them, white guys like working with guys like them, white guys like socialising with guys like them.

Working with women is uncomfortable because we're 'other'. We have different mindsets, perspectives, and that's why I say to men: if you want to own the future, you have to get uncomfortable, because out of that discomfort comes greatness. Innovation and disruption are born out of many different mindsets, perspectives, worldviews, insights, all coming together in constructive creative conflict, to get to a better place that nobody could've gotten to on their own. With a closed group of white guys, it's same old, same old. Women challenge the status quo because we are never it.

I say to every company, if you want to do one thing right now to set your business on a more innovative, disruptive path, it's enormously easy. Take a long, hard look at your business, identify every single area within it that is all male or male-dominated. Change that. Just doing that one thing will instantly set your business on a more innovative and disruptive path.

This is very much a discussion about women's roles, but when you're talking about 'white guys', what about people who are non-white? Are you trying to push equality there as well?

Absolutely. Everything I say about gender applies equally to race, ethnicity, sexuality. Diversity drives innovation – diversity of everything. That's how you get different mind-

sets, different perspectives, different worldviews. Ideas you would never have thought of that come from completely different backgrounds, completely different worlds.

I also wanted to ask about your project, If We Ran The World. You've spoken about how businesses need to change in order to be more focused on actually doing good for the world. What can you tell me about where you think things are at with that and where they need to go?

My 30 years of working in advertising have made me believe very strongly that the future of business is doing good and making money simultaneously.

But not in the way that everybody's currently doing it, which goes, 'We make money here, and then we do good by writing cheques to causes that clear our conscience over here', but the new world order way of 'we make money because we do good. We find a way to integrate social responsibility into the way that we do business on a day-to-day basis that therefore makes it a key driver of future growth and profitability.

I believe the business model of the future is: 'shared values plus shared action equals shared profit' – financial profit and social profit.

When brands and businesses come together with their audiences, their consumers, on the basis of values that you all share, and when you've been enabled to collaboratively

and collectively co-act on those values to walk the talk together, you can make things happen in the real world that will benefit consumers, benefit society and benefit the brand and its business.

There are a lot of big companies out there that are entrenched in their historical ways of doing things.

How much of a big shift is this going to be; how realistic is it that some companies are going to be able to actually take on this new way of operating?

If We Ran The World also exemplifies my belief that change happens from the bottom up, not the top down. So what I say to everybody is, 'Don't expect the management, the leadership, the industry organisation, to make things change. They won't.' Change happens with you and I, every day undertaking micro actions, and by the way the micro action is the atomic unit of If I Ran The World. Every one of us taking micro actions to design the business we want to work in, the world we want to live in, cumulatively that adds up to huge change.

“The way in which every company works today is predicated on the concept of the housewife.”

So the message is: don't expect your boss to come in and make the changes. You've got to take responsibility at the bottom level?

Absolutely. The future of our industry is what you and I make it. You don't 'get a job' in a big agency; you look at an agency, you identify something that they should be doing that they're not, you approach them and you go, 'you need me to do this for you and by the way you're really lucky that I came up with this idea and I'm here now talking to you'. The job you take should be the one that you create.

I regularly have to remind people that the change they want to see is absolutely in their grasp. Too many people think that the future just happens without us and we are its victims. Not at all. Every one of us can decide the industry we'd like to work in, the business we'd like to do, the life we'd like to live, and start making it happen.

So for people who work within big companies and want to change the way they work, I go, first of all, do a micro

action. Everything in life and business starts with a micro action. Find a tiny bite-sized chunk of something where you can redesign the way you do it and make it happen. I'm all about communication through demonstration. Don't talk about it, do it, because that's the best way of showing it and persuading people it's a good thing to do.

When it comes to advice on how people should be moving forward in their lives and careers, some people say we should have an idea of where we want to go, then aim for it, and others advise to just be open to opportunities. Where do you sit on that?

I've never had a plan. Everything in my life and career has been a complete accident.


But you seem to be very purpose-driven at the same time...

No, I'm not purpose-driven; I'm values-driven. That's because I live my own philosophies and my start-ups are manifestations of them. Everything in life and business starts with you and your values. And that is not a way that we are taught to think about either our lives or our business, and so I say to people: identify what you believe in, what you value, what you stand for, what you're all about, what matters to you. And then live your life and do your work according to those values. Because a/ that makes life so much simpler – life still throws you all this shit, it always will, but you know exactly how to respond to it in any given situation in a way that is true to you, and b/ that will absolutely determine your course for you. If you focus only on doing things that are true to you, you will do the things that you love doing, and they will be drawn to you equally.

So if a large organisation is just a collection of people, sometimes we need to compromise a little bit in order to fit in with the company, right?

I go back to my concept of shared values. In the first instance, you should only want to work for an organisation that shares your values. Because if you don't you're going to be very unhappy.

Have you got any projects in the pipeline, anything else you're planning on doing in the next couple of months or years? What can we next expect from Cindy Gallop?

Well, If We Ran The World is my attempt to redesign the future of business and Make Love Not Porn is my attempt to redesign the future of sex. Both of those are quite big enough to be going on with for the rest of my life. Those are the two things I'm interested in, and those are all that I'll be doing. Everything I do cross-references – everything is aligned around those two objectives. 



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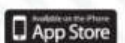
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Brain trust



John Mackenney

general manager, digital transformation and former CFO, Tourism Australia

THE FIRST LENS I put across every request or interaction with anyone is, "Are we making a good commercial decision with what is being proposed?" I am looking for them to support their proposal with good evidence and data and explain concisely the problem they are trying to solve. If marketers can clearly articulate why they are taking an approach and how it will drive increased conversion and a better customer experience, nine times out of 10, I will back them.

Unfortunately, from time to time we get proposed the next bright shiny idea, which doesn't clearly illustrate how we are going to move the consumer through the consideration cycle to purchase. If the proposal is not tied to solving a particular issue or maximising a new opportunity, it will generally not get my support.

In a time where businesses are aiming to maximise opportunities in the fast moving digital age, getting investment decisions right, being agile and, if necessary, failing fast is critical. Hence the onus is on marketers to justify their priorities. Never has a marketer had access to more data and has measurement been so transparent. What I would encourage marketers to do is work with their CFOs to establish the best measures to ensure better customer experiences and hence improve conversion. Once you have a common language to evaluate and measure, the interactions are much simpler and you are more likely to be aligned.

In a lot of ways digital is driving marketers to think a bit more like the CFO and the CFO to be more in tune with the marketers. In this context I recommend to make the CFO your friend, as being joined up is extremely beneficial to both of you.



Kylie Turner

CFO, Bulletproof

THERE ARE MANY things that a CFO needs to consider. Ensuring value for investors and maintaining integrity within the market are key components of the role that allow us to go beyond the bottom line at the end of each month or reporting period.

It is essential that any significant spending is justified on a time value for money basis. The marketing team and the CFO need to work together to achieve the end goal. As in all business relationships, changing your delivery to suit the purpose will aid in digestion of the message and is more likely to lead to the desired outcome. For a marketer to win the CFO's trust, they need to make a compelling case with evidence that the investment being

As a CFO, what's a sure-fire way for a marketer to win your trust? And, conversely, what can make you doubt a marketer's commercial acumen?

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presented will not just deliver a single return, but result in an ongoing benefit to the company.

A simple spreadsheet showing a spend on events comes across more as a list of demands than an investment, whereas if each spend is aligned to the business goals and a projection of the ROI over a set period of time, then the approval is justified.

CFOs need every part of the business to comprehend the impact their actions have on profitability. While it's understandable that team members won't know all the cause and effects of a project, a marketing team that works together with the CFO will be better equipped in understanding the metrics needed to make the best decision.

On the flipside, a CFO will immediately see red flags on a proposal with fancy pictures and buzzwords. A CFO should easily be able to identify the best and worst case outcome of the investment with sound financial data to back it up. The marketing team working together with the finance team can easily achieve this and present a well-rounded proposal that can then be approved easily.

I've worked in many businesses over the years and one of the things I've learned is that financial people really do think differently to creative people! It's no good saying how clever the campaign is, how great it looks or how many awards it has won. Instead I'm interested in the evidence and analysis of what it has delivered.

In TV we have a profusion of ratings, audience and brand tracking data, but because every show and brand is different it is very hard to work out how well a program would have rated with less marketing and which mediums delivered the results.




Tim Curry
director of finance,
BBC Worldwide ANZ

IN THE SHORT-TERM,

the key is for the marketer to openly take me through a strategy of how and why they decided to do a campaign rather than just tell me to trust their judgement. Even better – tell me why you didn't do things too. Trust inevitably takes time to build and in the long run there is no better way to demonstrate success than to see TV shows

and brands grow. Financial people like to see the hard evidence!

There are some obvious things that can torpedo a CFO's trust. First, if a marketing team seem to be enjoying how great the event will be far more than what it will achieve. Also, if it seems that they are more interested in spending money with an agency for the prestige and the Christmas lunch rather than for sound strategic reasons. Finally, and most alarmingly, when a discussion ends in an emotional rant about how finance hates marketing and doesn't understand it and this just has to be done because the world will end otherwise. I may succumb to emotional blackmail, but it doesn't help build trust.

At the end of the day, finance and marketing have different skills and perspectives and blending both is important in coming to a balanced commercial decision. 

Way Out



Dr Con Stavros

Associate professor of marketing in the School of Economics, Finance and Marketing at RMIT University.

Exploring new knowledge

Throughout the year to date this publication has reflected on a series of themes. All of them, including this issue's 'Analyse', have required examining new ways of thinking and consideration of where future marketing boundaries may fall. To celebrate these themes, I have decided to introduce you to my current research students – each of them reflect the spirit of the themes and in their own way are shaping the way managers will make decisions in the future.

A Doctorate of Philosophy (PhD) is typically the highest award made by a university. The candidates below are all a privilege to supervise in the pursuit of that degree. I don't do it alone, however – in each case at least one other supervisor provides essential guidance and leadership. These people are: Drs Kate Westberg, Linda Robinson, Angela Dobeles, Mark Stewart and Adrian Camilleri.

Lien Huong Nguyen is my longest serving current PhD student and is one of the hardest working I have come across. She's dedicated and inquisitive and comes from a family where education is highly valued. Lien's efforts in tackling a doctorate are all the more remarkable given she is based in Vietnam. There she works in a successful property development business, is a mother to two children – one of whom was born

in the early stages of her studies – and she provides great support to her broader family. In her research Lien is considering the impact of the extended family in complex buying decisions. She is using the Vietnamese economy as a backdrop, merging the socio-cultural developments of the macro-environment with the complex inter and intra-generational changes being felt.

Adrian Barake has a reserved and calm exterior that shelters a deep-thinking mind below the surface that is perfectly suited to the rigours of academic thought. Adrian is unique in that he successfully applied for an industry-funded scholarship provided by one of Australia's leading sport statistical agencies, Champion Data. He beat out an international field of applicants, impressing all in the interview with an off-the-cuff analysis of modern sports data trends that clearly signalled his boundless ability. Adrian will be the first 'doctor' in his family, although his recent life has been full of trips to medical doctors as one of his two sons suffers from a rare condition.

Ashleigh Druce is a distinguished psychology student who has embraced the world of marketing – something for which all marketers

should be grateful. Ashleigh has an outstanding intellectual capacity for managing complex processes and is an independent thinker of the highest order. Ashleigh recently commenced her doctoral studies almost simultaneously with marriage, and having moved interstate to take advantage of various opportunities. She is fascinated by how consumers interact with new technologies and how this interaction, coupled with emotional and other states, impacts the way marketing messages are communicated. Her work embraces the modern phenomenon of 'sharing', a concept of immense appeal to marketers.

Tony Cooper is my newest PhD student, but the one I have known the longest. I had the pleasure of teaching Tony several years ago as he undertook a coursework Masters. His distinguished intellectual capacity was evident then and he not only quickly became a favourite student of mine, but one greatly valued by classmates, who appreciated his witty, empathetic and insightful views on modern marketing and beyond. Tony himself teaches marketing, specialising in the fashion industry, so it is no surprise that he carries with him enormous skill and outstanding communication abilities. Nonetheless it remains a challenge to transfer those traits to a complex research platform and make the contribution that a doctorate requires. Tony is off to a flying start, examining the progression of modern technology and its impact upon the way brand communities function and interact. He's already successfully published, but Tony's future work will help organisations understand how online platforms can be utilised to achieve branding goals and how subtle differences in strategies and tactics can make all the difference between success and failure. **M**

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